



Global
Green Growth
Institute

Independent Evaluation of the Global Green Growth Institute's Progress against the Strategic Plan 2015-2020

Evaluation Report



July 16, 2017

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Acronyms

ADB	Asian Development Bank
CPF	Country Planning Framework
CRF	Corporate Results Framework
CRGE	Climate Resilient Green Economy
CRGG	Climate Resilient Green Growth
GGGI	Global Green Growth Institute
DG	Director General
DNP	National Planning Agency, Colombia
FONERWA	Rwanda's Green Fund
GCF	Green Climate Fund
GGKP	Green Growth Knowledge Platform
GGPA	Green Growth Potential Assessment
GGPI	Green Growth Planning and Implementation Division
GGPM	Green Growth Performance Measurement
GGTF	Green Growth Task Force, Colombia
GIS	Green Investment Service
HQ	Headquarters, GGGI
HIC	High Income Country
IDB	Inter-American Development Bank
IEU	Impact and Evaluation Unit
IFC	International Finance Corporation
IPSD	Investment and Policy Solutions Division

IREDA	Indian Renewable Energy Development Agency
JDI	Joint Declaration of Intent, Colombia
LDC	Least Developed Country
MDB	Multilateral Development Bank
MIC	Middle Income Country
MPSC	Management and Program Sub-Committee
MTSR	Mid-term Strategic Review
NDC	Nationally Determined Contributions
NDP	National Development Plan
NGGP	National Green Growth Plan, Jordan
NFV	National Financing Vehicle
ODG	Office of Director-General
OED	Operations Enabling Division
PCM	Project Cycle Management
RBM	Results-based Management
RGBO	Rwanda Green Building Organization
SDG	Sustainable Development Goal
TL	Thought Leadership
UN	United Nations
USD	United States Dollar
WPB	Work Program and Budget
WRI	World Resource Institute



Executive Summary

The Global Green Growth Institute (GGGI) was initiated at the Rio+20 United Nations Conference on Sustainable Development to support green economic growth that simultaneously addresses poverty reduction, job creation, social inclusion, and environmental sustainability. GGGI's objective is to move member countries towards a model of green growth thus contributing to its vision of *"A resilient world of strong, inclusive and sustainable growth."*

Purpose of the Evaluation

With GGGI at the halfway mark of its Strategic Plan 2015-2020 and a new Director General (DG) at the helm, the independent evaluation was commissioned to take stock of progress made against the Strategic Plan. The evaluation was also expected to make recommendations for consideration by the Mid-term Strategic Review (MTSR)¹. The objective of the evaluation is to: a) provide GGGI members with an independent assessment of the progress made by GGGI, during 2015-2016 in delivering the priorities and results set out in the Strategic Plan and b) recommend potential revisions of the GGGI Strategic Plan, as well as the implementation of the Work Program and Budget (WPB) 2017-2018. The evaluation addressed key evaluation questions covering program performance, institutional development, and the Strategic Plan.

Findings and Conclusions

Key findings and conclusions on program performance include:

- GGGI has made significant progress strengthening national, sub-national and local green growth planning, financing and institutional frameworks. Specifically, GGGI has produced noteworthy results in developing green policies in most member countries. GGGI has demonstrated smart opportunism to latch onto emerging government plans and policy formulation;
- The general impression is that GGGI's footprint is possibly too early and too small to make significant changes to a country's green growth framework, but there has been valued contribution in limited areas;
- GGGI has placed adequate emphasis on processes and strategies to incorporate social inclusion and poverty reduction including inclusion of environmental and social safeguards and gender analysis;
- There is clear evidence that the strategic priority of increased green investment has been internalized across GGGI. GGGI has demonstrated significant early wins (\$236 million – mostly from Colombia and Ethiopia). However, often these investments are the result of work done in the left/middle of the value chain rather than the extreme right;
- There is a significant ambition to increase impact through the delivery of "bankable projects," and GGGI has built a sizeable pipeline of projects but has few unanimously accepted examples of impact so far;
- Given the organizational priority to deliver National Financing Vehicles, GGGI needs to be more aware of the complex fiscal management in each country and the political risks and institutional issues beyond GGGI's control, which could affect delivery;
- Transformational change is rarely triggered by small one-off pilot projects which GGGI has been devoting significant resources to, and GGGI is aware of the need to replicate and scale-up;

¹ The MTSR is an initiative undertaken by GGGI to assess progress and make adjustments to the Strategic Plan.

- GGGI undertakes a lot of capacity building activities; however, the linkage to the country or programmatic activities is not evident. There is no systematic process in GGGI to gather lessons learned from best practices and success stories from the countries. While there are multiple ways knowledge is shared in GGGI, there is no centralized knowledge sharing system or process;
- GGGI's primary modality of being embedded in a government ministry is generally positive; however, there is a potential risk of political capture, and/or lack of influence over other external ministries;
- Progress has been made in internal communication; however, there is scope to improve and be more effective. In many instances, GGGI is not well known outside its "circle" in the country, including beyond the division in the host ministry; and
- GGGI has made progress by having an integrated approach to the delivery of country programs. However, there is still some concern about the integration of GGPI and IPSD, regarding reporting at country level and the country team is not always kept sufficiently informed on the details of IPSD projects. Investment work should complement work done by country teams and should be relevant to government priorities.

Key findings and conclusions on institutional development include:

- GGGI continues to grow globally by gradually expanding its membership. While this is important to extend impact and outreach, the pace of expansion should be determined by a rational balance between available resources and activities, especially in view of the declining trend in the core and ear-marked funding;
- GGGI has recently signed a Framework Agreement with the Green Climate Fund and is actively seeking opportunities to access finance. In general, the process of strategic engagement with multilateral development banks (MDBs) and private sector partners has been slow. A clear strategic approach to work with MDBs and the private sector is urgently needed;
- On resource mobilization, GGGI's 2020 target may be a steep climb from the current level but not impossible to achieve. With increased emphasis on resource mobilization by country teams, however, not all country representatives will have the profile and skill set required;
- The current level of turnover is a concern. The drive to convert consultants into full-time staff should be positive in improving in-house competency in the short-term, but there is a risk of creating a mismatch in the in-house skill sets and future project needs;
- GGGI has taken concrete steps to fix its procurement and financial systems. GGGI has also taken efforts to bring efficiencies at the governance level, thereby reducing costs;
- There is a significant improvement in disbursement rate compared to previous years; however, there are variations among divisions and the least developed countries have a lower disbursement rate as compared to middle-income countries; and
- Since the start of 2015, GGGI has made significant strides in results-based management (RBM) and project cycle management in planning, designing and implementing projects. It is important to ensure that the ERP is fully operational and utilized.

Key findings and conclusions on the Strategic Plan include:

- The Strategic Plan is well structured and seems to be understood by most of the staff, but the Corporate Results Framework and the proposed outcomes need to be incorporated into a revised version;
- As a young organization, GGGI is still evolving and is in the process of identifying its core value, culture, and practices and is making progress. Within a short period GGGI has managed to achieve results and establish itself in participating countries as a trusted partner, and this reflects its resilience, result-orientation, and professionalism; and
- The Strategic Plan is relatively short-term, and it does not provide the opportunity to consider alternative business models that could lead to financial sustainability.

Recommendations

Key over-arching recommendations are:

1. GGGI should consider having a longer-term Strategic Plan;
2. GGGI should consider alternative business models which will lead to long-term sustainability;
3. For the next few years, GGGI should consolidate as an organization;
4. In GGGI's country operations, political issues need to be better understood and potential responses clearly defined; and
5. GGGI should align its risk appetite with its desire to innovate and encourage entrepreneurial behaviour.

Key recommendations on Program Performance are:

6. GGGI should define clear points of exit from projects and host ministries;
7. GGGI should find ways to gain better recognition for their contribution to green growth;
8. GGGI should take a more active role in promoting South-South cooperation; and
9. GGGI should have an organizational structure, mechanisms and processes to ensure coordination and communication to ensure integrated delivery.

Key recommendations on Institutional Development are:

10. GGGI should aim to increase staff retention levels to meet or exceed industry benchmarks;
11. The pace of expansion should be determined by a rational balance between available resources, the contribution of member countries and activities;
12. GGGI must sharpen its approach to resource mobilization;
13. GGGI should invest in partnerships with organizations that recognize its added value and comparative advantage;
14. GGGI should recognize that some countries have greater potential to transition to green growth and should be given additional support and fast-track status; and
15. GGGI should strengthen its RBM with reference to a feedback mechanism from project monitoring and evaluation to project design.

Key recommendations on the Strategic Plan are:

16. Mid-term revision of the Strategic Plan is supported including: incorporation of the proposed six additional outcomes; inclusion of an updated Corporate Results Framework and grandfathering of Country Planning Frameworks and project log frames; clearly stating the intended role of Thought Leadership; reflecting GGGI's global ambition in the impact statement; strengthening the direction and clarity on partnerships; and, differentiating various aspects of implementation.

Introduction

Background

The Global Green Growth Institute (GGGI) was initiated at the Rio+20 United Nations Conference on Sustainable Development to support green economic growth that simultaneously addresses poverty reduction, job creation, social inclusion, and environmental sustainability. GGGI's objective is to move member countries towards a model of green growth thus contributing to its vision of "A resilient world of strong, inclusive and sustainable growth."

Established in 2012, the GGGI, with headquarters in Seoul, Republic of Korea, is an inter-governmental organization overseen by an Assembly of 27 members, the Council which serves as the executive body and a Management and Program Sub-Committee (MPSC) which advises the Council on financial and programmatic matters.

GGGI works across four thematic priority areas – energy, water, land use and green cities, as envisaged by the Strategic Plan 2015-2020. As of June 2017, GGGI has operations in 26 countries².

GGGI Strategic Plan Overview

In November 2014, the Council approved the Strategic Plan 2015-2020, a six-year plan that sets priorities and directions for GGGI and presents a theory of change to reach the desired strategic impact of moving member countries towards a model of green growth.

A key aim of the Strategic Plan was to address inadequacies in previous strategic planning efforts, and provide stronger focus and coherence to GGGI's work, improve integration among its divisions and efficiently guide operations in programmatic and corporate areas.

To implement the Strategic Plan, the biennial Work Program and Budget (WPB) outlined a portfolio of country and global programs and supporting corporate initiatives for implementation over a period of two years – 2015-2016 (completed) and 2017-2018 (current). The country and global programs in the WPB 2015-2016 were mainly carried out by two divisions.

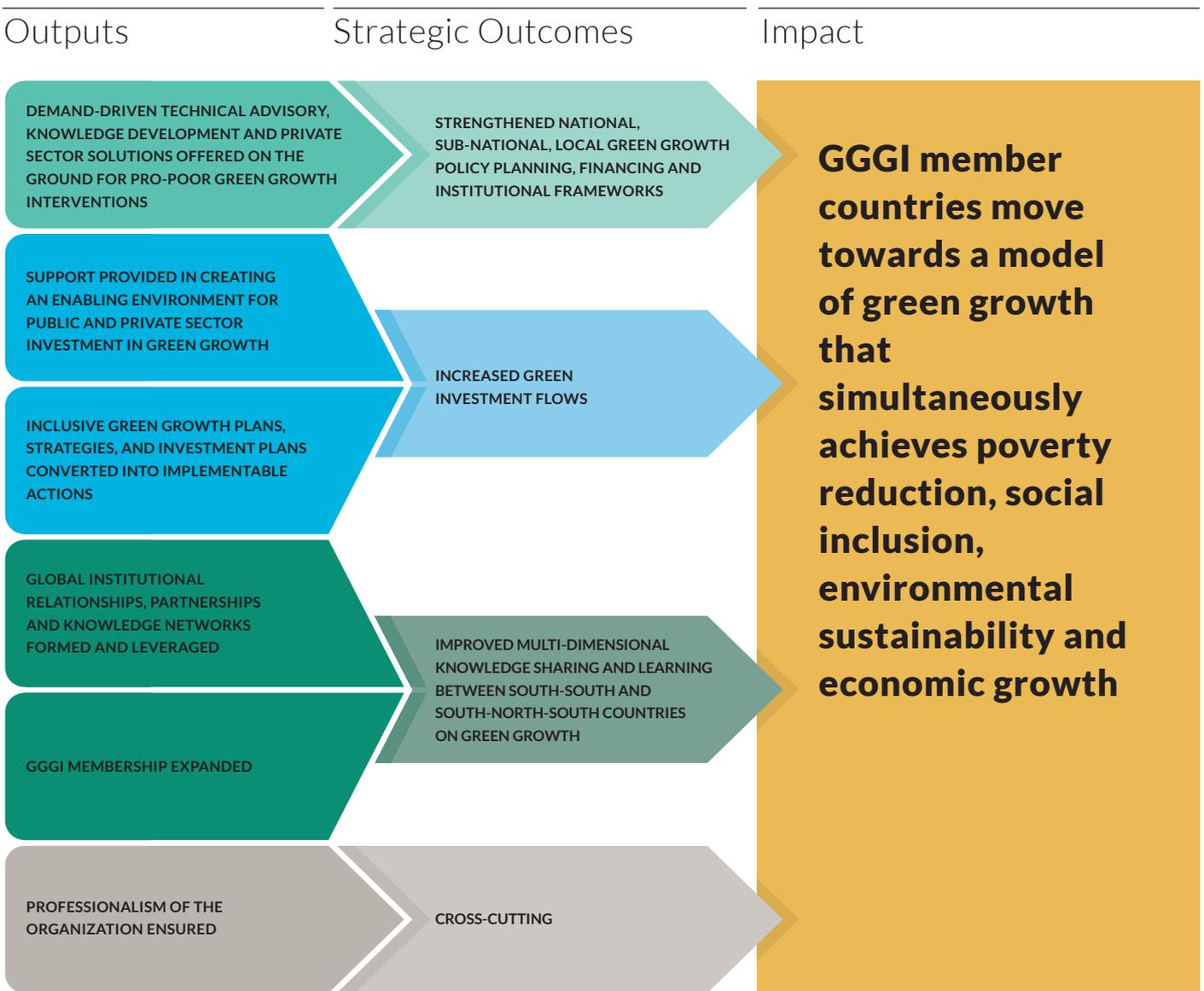
- Green Growth Planning and Implementation Division (GGPI), leads the development and implementation of GGGI's in-country green growth programs; and,
- Investment and Policy Solutions Division (IPSD)³, designs and delivers specialist products and services to support the development and financing of green growth policies.

Furthermore, GGGI's Office of the Director-General (ODG) and the Operations Enabling Division (OED) manage a range of functions and initiatives in non-programmatic and corporate areas. A new Office of Thought Leadership was established in early 2017 to drive the development of a rigorous evidence base for green growth through research, development of analytical tools, knowledge sharing and climate diplomacy.

² Cambodia, China, Colombia, Costa Rica, Ethiopia, Fiji, India, Indonesia, Jordan, Kiribati, Lao PDR, Mexico, Mongolia, Morocco, Mozambique, Myanmar, Nepal, Peru, Philippines, Rwanda, Senegal, Thailand, Uganda, United Arab Emirates, Vanuatu, Vietnam.

³ Formerly known as the Knowledge Solutions Division (KSD).

Figure 1: Theory of Change



Purpose and Objective of the Evaluation

With GGGI at the halfway mark of its Strategic Plan and a new Director General (DG) at the helm, the independent evaluation was commissioned to take stock of progress made against the Strategic Plan. The evaluation was also expected to make recommendations for consideration by the Mid-term Strategic Review (MTSR)⁴.

The objective of the evaluation is to:

Provide GGGI members with an independent assessment of the progress made by GGGI, during 2015-2016 in delivering the priorities and results set out in the Strategic Plan 2015-2020; and

Recommend potential revisions of the GGGI Strategic Plan, as well as the implementation of the WPB 2017-2018.

⁴ The MTSR is an initiative undertaken by GGGI to assess progress and make adjustments to the Strategic Plan. The MTSR is managed internally and focuses on two broad themes: a) sharpening the focus on development outcomes - articulating a more tangible vision of success by further defining impact pathways to show how GGGI's work contributes to achieving the goals of the countries it works in, particularly within the context of Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs); and, b) defining GGGI's core values - setting organizational values that define GGGI's niche as a new kind of international organization, and guide decisions, operations and individual staff behavior toward achieving outcomes.

Evaluation Scope and Coverage

The main audience for this evaluation will be GGGI and members of MPSC, Council, and Assembly. The evaluation covered GGGI's progress during 2015 and 2016 and focused on program performance, institutional development, and the Strategic Plan. The key evaluation questions addressed were:

- a. **Program performance:** What progress did GGGI make in achieving the intended results of the Strategic Plan in 2015-16? What were the key achievements and challenges faced?
- b. **Institutional development:** What progress did GGGI make in implementing key non-programmatic and corporate initiatives in 2015-16 to support the Strategic Plan? Have these contributed to GGGI becoming a more effective, efficient and sustainable organization?
- c. **Strategic Plan:** How effective has the Strategic Plan been in guiding GGGI to deliver green growth outcomes and become a more effective, efficient and sustainable institution? How could this be improved?

The three key evaluation questions along with issues relevant to each question are presented in Table 1.

Table 1: Key Evaluation Questions and Indicative Issues to be Addressed

Evaluation Focus	PROGRAM PERFORMANCE	INSTITUTIONAL DEVELOPMENT	STRATEGIC PLAN
Key Evaluation Question	What progress did GGGI make in achieving the intended results of the Strategic Plan in 2015-16? What were the key achievements and challenges faced?	What progress did GGGI make in implementing key non-programmatic and corporate initiatives in 2015-16 to support the Strategic Plan? Have these contributed to GGGI becoming a more effective, efficient and sustainable organization?	How effective has the Strategic Plan been in guiding GGGI to deliver green growth outcomes and become a more effective, efficient and sustainable institution? How could this be improved?
Issues addressed	<ul style="list-style-type: none"> - The performance and results of global and country programs as per WPB documents and/or logical frameworks - Performance of GGGI overall based on progress against the Corporate Results Framework and other supplementary information - Progress in developing expertise and services relating to the four thematic areas and the value chain - Integrated approach to delivery of programs, particularly between GGPI and IPSD divisions - Effectiveness of Country Planning Frameworks - Success of LDC expansion initiatives - Mainstreaming of safeguards, poverty reduction, social inclusion (including gender) into program operations 	<ul style="list-style-type: none"> - Membership expansion and engagement - Engagement with strategic partners, e.g. the Green Climate Fund, multilateral development banks, private sector actors - Resource mobilization efforts for both core and ear-marked funding - Staff recruitment, management and retention, and strengthening in-country staffing presence - Establishment of efficient and effective administrative, financial and other corporate systems - Strengthening policies and systems for results-based management and the project management cycle 	<ul style="list-style-type: none"> - The effectiveness of the Strategic Plan in: <ul style="list-style-type: none"> - guiding the development and implementation of country and global programs and reporting of their results - guiding the development and implementation of non-programmatic and corporate initiatives and reporting on their results - defining the core values of the organization and embedding these into GGGI's culture and practices - Suggested changes to the Strategic Plan and/or its implementation to improve GGGI's green growth outcomes and institutional development efforts

The evaluation undertook country visits⁵ to Colombia, Jordan, Rwanda, and the Philippines for in-depth assessment, in addition to visits to the headquarters and London. It is important to note that the country visits were undertaken to serve as an input to the evaluation and the objective was not to conduct country program evaluations. Vanuatu was covered through virtual interviews, as the planned mission could not be undertaken due to severe weather conditions. The evaluation was conducted by a team of three independent consultants.

The Independent evaluation report was commissioned by the Impact and Evaluation Unit (IEU) and prepared by Hubert Paulmer, Peter King and Daniel Seddon-Daines.

⁵ The five countries were selected by GGGI's IEU in consultation with the Assembly, Council members and, the Evaluation Advisory Group. It was understood that countries were selected to provide a geographical representation while representing countries in different phases of the country program – Jordan and Philippines (2012), Colombia (2013), Rwanda (2014) and Vanuatu (2015). However, due to severe weather reasons, the mission to Vanuatu could not be undertaken. Therefore, this analysis represents a limited sample and a snapshot in time.

Findings: Program Performance

Findings in this section present an overview assessment of GGGI's program performance based on discussions with diverse stakeholders (internal and external), and review of documents including the results report for 2015-2016, current and past donor reviews and draft mid-term strategic review. With the completion of its first WPB (2015-2016) as part of the Strategic Plan 2015-2020, the findings are primarily focused on GGGI's work and achievements in 2015 and 2016. In this period, GGGI carried out 48 projects in 23 countries with an overall expenditure (core and ear-marked) of USD 31.81 million in 2015 and USD 41.39 million in 2016⁶.

Strengthening of National, Sub-national and Local Green Growth Planning, Financing and Institutional Frameworks

GGGI has made significant progress in strengthening national, sub-national and local green growth planning, financing and institutional frameworks. Specifically, GGGI has produced noteworthy results in developing green policies in most member countries.

GGGI's achievement of planned outputs was generally satisfactory - 68 (28 in 2015 and 40 in 2016) vis-à-vis a target of 69 policy outputs for 2015 and 2016⁷. The policy outputs include technical studies, analytical tools, and strategic plans/roadmaps that informed the development of green growth policies by the respective governments.

GGGI's work contributed to 14 green growth policies that were adopted by partner governments in 2015, and another 14 adopted in 2016. Another 14 were noted to be pending approval at the government level⁸. There is substantial evidence including endorsements from high-ranking officials in the government about GGGI's work and contribution in the development of green growth strategies, plans at the national/sectoral and/or sub-sectoral levels, complemented by strengthened institutional frameworks and investment plans to ensure adoption. This was evident during discussions in the countries visited. Box 1 provides examples from the case study countries for this evaluation.



GGGI in Colombia: supporting efforts to finance deforestation efforts and sustainable land-use practices

⁶ GGGI Results Report 2016, p26-29. The number of projects and countries does not reflect two scoping in two countries.

⁷ Ibid, p9.

⁸ Ibid, p10.

Box 1:

Examples of Strengthening National/Sub-national and Local Green Planning, Financing and Institutional Frameworks⁹

Rwanda

The National Roadmap for Development of Green Secondary Cities developed with support of GGGI, informed the ongoing revision of District Development plans, specifically in the six districts in which the six pilot cities are located. The document also provided an assessment of the six secondary cities, readiness, opportunities and challenges in achieving the goals. The Roadmap also laid the foundation in the setting up and launching of the Rwanda Green Building Organization (RGBO) – GGGI is one of five supporting organizations. Recently, GGGI also contributed to “greening” the National Urbanization Policy.

Jordan

GGGI contributed to and supported the drafting of the National Green Growth Plan (NGGP) and the implementation roadmap which was adopted by the Ministry of Environment and approved by Cabinet. GGGI has also been instrumental in helping to establish an emerging institutional decision-making framework for green growth in Jordan. GGGI helped bring an inter-departmental group together around the development of the NGGP which, despite changes in personnel within ministries, provided the basis for promoting the issue of green growth and forging agreements to act collectively. The establishment of a technical committee establishes a decision-making platform with the potential to accelerate efforts to prioritize and move forward flagship projects identified in the NGGP.

Philippines

GGGI supported the development of the Eco-town Framework Project in San Vicente, Palawan and was instrumental in developing the Climate Resilient Green Growth (CRGG) Planning Framework, which is being piloted in two provinces (Palawan and Oriental Mindoro).

Colombia

GGGI worked with the National Planning Department (DNP) and supported the inclusion of a Green Growth Strategy with specific green growth targets in the current National Development Plan (NDP) 2014-2018 which was approved in June 2015. While targets set were sector-specific, to facilitate national planning and budgeting process, the strategy was cross-sectoral. Currently, GGGI is supporting the DNP in developing a Long-term Green Growth Policy that will define targets for 2030 and align national commitments under the Sustainable Development Goals and the National Determined Contributions. This is likely to be adopted by mid-2018.

Vanuatu

GGGI contributed to the revision of the National Energy Road Map, by including sections on energy and green growth, energy efficiency, and the proposed establishment of a National Green Energy Fund.

The green growth model as envisaged by the Strategic Plan address four elements – economic growth, poverty reduction, environmental sustainability and social inclusion. All green growth policies adopted in 2016 by partner governments indicated evidence of intended contributions to economic growth, poverty reduction and environmental sustainability. About 90% of the policies contributed to social inclusion, a significant increase compared to 2015 (50%)¹⁰.

Rwanda EDPRS II

GGGI's work is aligned with and supports the Government of Rwanda implementation of Economic Development Poverty Reduction (EDPRS) II and Green Growth and Climate Resilient Strategy.

⁹ Refer to Annex 9 for more details. The documents (listed in the Box) developed through support from GGGI were appreciated by stakeholders.

¹⁰ GGGI Results Report 2016, p12.

GGGI has developed and put in place internal policies such as *Sustainability and Safeguards Policy* (2014), *Pro-poor, Inclusive Growth – An Operational Guide* (2016) and *GGGI Gender Equality Strategy 2016-2020* (2016), among others, to guide GGGI teams in the countries, while supporting partner governments in the development of related policies. Recently (in 2017), GGGI in Rwanda supported the development of the Gender Strategy for the Ministry of Infrastructure (MININFRA) which oversees housing, energy, transport, water, and sanitation sectors; however this has not been approved by the Ministry yet.

The GGGI internal policies and strategies guide the organization in mainstreaming and integrating poverty reduction and social inclusion into program operations. This confirms the findings of the 2015 Joint Donor Review¹¹ that recognize that the use of the safeguards and sustainability policy and associated guidelines has led to significant positive changes in how GGGI projects are developed. The three Country Planning Frameworks (CPFs) - Colombia, Rwanda and the Philippines - and draft CPFs (Vanuatu and the Pacific Region), and the sample of GGGI projects (in Colombia, Jordan, Philippines, Rwanda and Vanuatu) reviewed, all address and integrate poverty reduction and social inclusion. GGGI's green growth planning and new project design and selection¹² include an environmental and social safeguards assessment and gender analysis¹³. The WPB 2017-2018 process also incorporated guidelines on social inclusion, poverty reduction and gender aspects.

Colombia – Social Inclusion

As part of developing the investment portfolio for the Indigenous Pillar of the Amazon Vision, GGGI supported and facilitated 17 workshops in the regions which were attended by more than 900 people from 57 unique indigenous communities. This process enabled to get inputs to develop projects addressing their needs.

GGGI's work using participatory approaches with indigenous people in Colombia (in the Amazon Region) was highly appreciated.

A two-person team, part of the GGPI in headquarters (HQ), provides oversight and inputs on safeguards, poverty reduction, and social inclusion. A Gender and Social Development specialist has recently joined GGGI to work on gender and social inclusion aspects¹⁴.

GGGI has been able to achieve its results in spite of challenges such as political instabilities, shifting priorities, government re-organization and turnover of government staff, which may slow down progress.

Increased Green Investment

The Strategic Plan outlines a significant role for GGGI in supporting countries to translate their national and sectoral green growth plans into concrete investments¹⁵.

There is clear evidence that this strategic priority has been internalized across the organization and is increasingly recognized by partners. At an aggregate level, the 2017/18 work plans demonstrate a concerted move towards investment planning, identifying and preparing bankable projects and a more overt push to shape a role in implementing national strategies (Figure 2).

This emphasis has been reflected in: the re-organization of the former Knowledge Solutions Division, establishment of Green Investment Services (GIS) in 2015¹⁶, as well as through consistent management's emphasis on focusing on the "right side of the value chain." GGGI's approach to meeting its objective of increasing green investment flows has been through three principal ways:

- Supporting development of National Financing Vehicles (NFV)¹⁷;
- Supporting the development of financial (risk-reducing) instruments¹⁸; and
- Development of bankable projects and connection with suitable resources¹⁹.

11 Final Report Joint Donor Review of GGGI (October 2015), p8.

12 Green Growth Planning Guidelines – GGGI Technical Guideline No.1 p15.

13 Pro-Poor, Inclusive Green Growth: An Operational Guide – GGGI Technical Guideline No. 3 – Annex 2 & 3.

14 However, many international organizations have one or more person(s) specifically focussing only on gender aspects, with no add-ons.

15 GGGI Strategic Plan 2015-2020, p30.

16 In 2015, GGGI established the Knowledge Solutions Division (KSD) including the Green Investment Services (GIS) department to support in-country teams develop "bankable projects".

17 Designing national mechanisms and institutions to streamline access to climate finance.

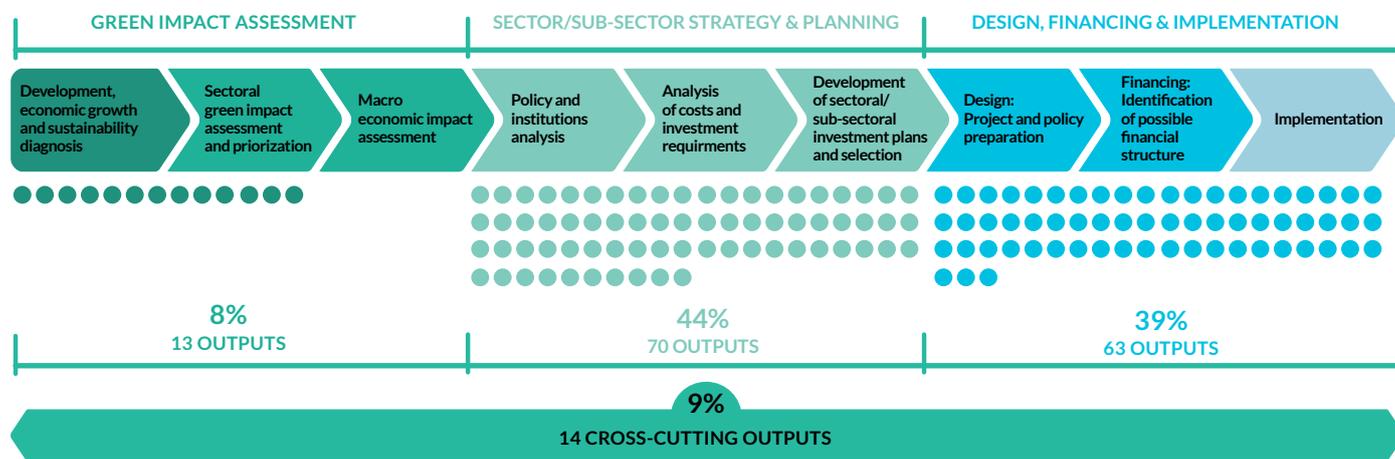
18 Development of innovative financial structures that reduce risk and contribute to unlocking capital flows.

19 Developing projects that are bankable based on National Determined Contributions (NDCs) and connect with suitable resources.

GGGI has made it clear that its role in preparation of investment projects ceases at the point of financial closure, and it will not be involved in implementation. As indicated in Figure 2, GGGI's involvement in the far right of the value chain should be recognized as implementation of policies and plans, rather than investment projects. Lack of involvement in implementation of investment projects, however, has significant implications for subsequent monitoring and evaluation and potentially for reputational risk.

Figure 2: Distribution of Project Outputs along the Value Chain

Country Program Overview by Outputs 2017-2018



Source: WPB 2017-2018.

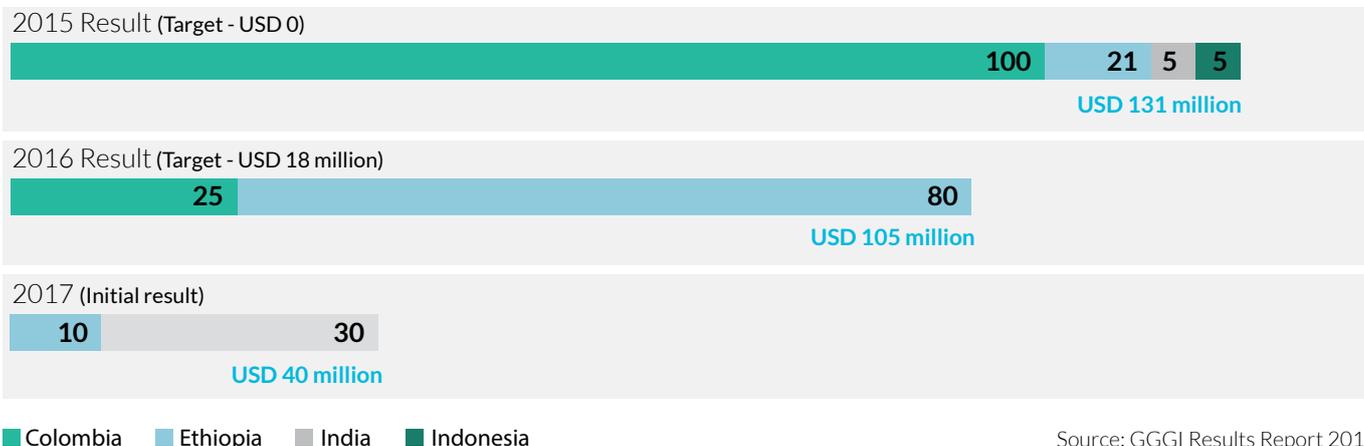
GGGI has demonstrated significant early wins, however, GGGI's ability to claim success in increasing green investment flows is understandably still emerging.

GGGI has helped increase investment flows in 2015-2016 particularly to Colombia (USD 125 million) and Ethiopia (USD 111 million), but also in other countries that have reached the right end of the value chain and are developing bankable projects (refer Figure 3). GGGI has been doing a good job in identifying ways of de-risking the projects in order to attract investors. GGGI has also been making efforts in supporting member countries to develop project proposals to get funding from the Green Climate Fund (GCF) and other available international climate funds.

The GGGI Results Report 2016 indicated that USD 131 million was mobilized in 2015 and USD 105 million in 2016²⁰. Nonetheless, it is a significant achievement by GGGI given the fact the target was zero and USD 18 million in 2015 and 2016 respectively. The entire amount of investment mobilized in 2015 and 2016 is considered public finance (mobilized by governments and donors).

Figure 3: Investment Mobilized by GGGI

USD millions



Source: GGGI Results Report 2016.

²⁰ This is accounted for by the \$100m of leverage delivered through work on the Amazon Vision, \$5m in India (electric bus scheme) and \$5m in Indonesia (at the sub-national level) respectively.

The results of May 2017 indicate that USD 40 million has been mobilized already through GGGI's support in India²¹ and Ethiopia²² (Figure 2)²³. The results in 2015, 2016 and early 2017 have been largely due to the contribution of GGGI's policy-related work²⁴ and highlights the fact that green growth investment should be the result of work done along the entire value chain, and not necessarily only the right side of the value chain.

Box 2:

Colombia - Green Investments - Successes

GGGI provided crucial technical assistance to make Amazon Vision possible. This included the development of the Amazon Vision concept document, investment plan and portfolio, safeguards and participation mechanisms and governance structure and mechanisms. GGGI also helped in negotiations to secure USD 100 million in 2015 funding from the United Kingdom, Norway and Germany and subsequently USD 25 million in 2016.

This success led to GGGI working on the **Joint Declaration of Intent** (launched at COP21), at the request of the Government of Colombia. This will bring a funding of about USD 165 million through the Inter-American Development Bank (IDB) Colombia Sustainable Fund. The payments are initially linked to policy milestones (including the development of an investment plan and portfolio) and subsequently from 2018 linked to the reduction of deforestation and greenhouse gas (GHG) emissions (i.e. payment for performance).

Significant ambition to increase impact through the delivery of “bankable projects,” with signs of impact, but without examples of success so far.

The level of ambition in delivering bankable projects is clear, as is a tighter focus within the organization. The definition and interpretation of what constitutes a “bankable project” seems to vary significantly across the organization. The role that GGGI should play in relation to project preparation and the appropriate exit point has been subject to active discussion. The DG's Progress Report (April 2017) presents a clear corporate objective of delivering at least five “bankable projects” and four NFVs²⁵.

According to a strict definition of “bankability” in terms of a clear commitment of a financial institution to invest in a specific physical project (from either a public or private entity) GGGI is not uniformly seen as having delivered, yet; however, progress is cited with respect to a few projects. For example, Indian Renewable Energy Development Agency's (IREDA) letter of interest to support development of a financial instrument for off-grid energy in India²⁶ and securing of USD 0.37 million in GCF readiness funding to advance the design of a green energy fund in Vanuatu.

The GIS team reports a sizeable pipeline of potential “bankable projects” which they are working on - value estimated at USD 475 million to USD 520 million (Annex 4-A)²⁷ - the majority of which relates to energy projects (>65% depending on the different figures provided on pipeline size). This does not necessarily capture the full (unqualified) scale of the pipeline with many additional projects being explored at varying levels of granularity and rigor at a country level.

With GGGI's emphasis on achieving outcomes, stopping investment activities at financial closure creates a longer-term monitoring problem. From financial closure to end of project implementation can take several years. It can then take several more years before outcomes are fully known, means that GGGI should develop a mechanism to stay engaged for a substantial period after financial closure to capture lessons learned. Otherwise bankable projects are just outputs, not outcomes.

As noted above, there are reputational issues for GGGI as well. If a well-designed project is poorly implemented, then GGGI may have a share of the responsibility. For instance, if environmental and social safeguards are ignored during implementation, GGGI needs to decide how to respond, as it has no problem solutions section or compliance unit to hold other parts of GGGI responsible, as other international organizations, such as the multilateral development banks have established through their respective accountability mechanisms.

21 Introduction of electric buses in Bangalore city with investment of approximately USD 30 million (GGGI Results Report 2016 p17).

22 Allocation of USD 10 million to the Climate Resilient Green Economy (CRGE) Facility from Adaptation Fund (GGGI Results Report 2016, p17).

23 As at the time finalizing the report (June 2017) it was noted that additional USD 10 million were secured from Norway in Colombia which will be disbursed through Colombia Sustainable Fund. This has not been included in the Figure 2.

24 GGGI Results Report 2016.

25 With GIS having set more ambitious targets of 15 bankable projects, 5 NFV's and 5 Risk Reducing Instruments at the 2017 GGGI Annual Meeting.

26 A commitment to provide USD 70 million.

27 These figures should be treated as indicative and with a caveat. They have been taken from GGGI's Annual Performance Review for 2016 Presentation, dated March 2017 as well as the Global Green Growth Institute and Green Finance Summary Presentation also from March 2017.

National Financing Vehicles

The relevance of National Financing Vehicles (NFVs) as a means to streamline access to international green finance and provide opportunities to accelerate project preparation may be valid in some countries. International evidence points strongly to the challenges faced in the absence of an appropriate national institutional architecture to seek, direct, blend and disburse green finance including climate funds. These need not be new institutions but could operate within existing financing institutions. The value of GGGI's role in driving this agenda is reinforced by significant demand across member and non-member countries – with opportunities being assessed in Mozambique, Uganda, Colombia and elsewhere.

GGGI has developed a standardized approach to supporting NFV development in five steps from set-up through to operation. The GIS team is now supporting a clear but limited shortlist of priority projects in four countries (Mongolia, Rwanda, Vanuatu and Jordan)²⁸ – refer Annex 4-B. These NFVs have the potential for significant impact, if GGGI can effectively support both operational readiness and assist in navigating institutional obstacles at a national level to initiate funds. GGGI should be aware that when considering to establish a new NFV or supporting an existing NFV they are entering complex fiscal management issues and political interests. Establishing off-budget funds or trust funds may create loopholes in established fiscal management arrangements and centralized donor coordination mechanisms, leading to potential corruption or political manipulation concerns.

GGGI's work on NFVs is at different stages of evolution: from relative maturity in the case of Rwanda's Green Fund (FONERWA), which is often recognized internationally as a successful NFV²⁹; through to undertaking work to support the detailed design of operating structures in Mongolia and earlier stage concept development and design in Jordan.

Discussion in the countries indicated that there are 'NFVs' indirectly receiving limited support from GGGI which are not recognized in this shortlist (provided by GIS) including the Colombia Sustainable Fund (in which the Norway contribution for Joint Declaration of Intent is expected to be about USD 165 million), continuation of support to Ethiopia's Climate Resilient Green Economy (CRGE) Facility and support to existing NFVs like the Philippines People's Survival Fund (through standardizing their approach to identifying and evaluating projects for funding).

Through this work, GGGI is demonstratively contributing to the development of institutions that can increase green investment. However, as with other green investment activities, GGGI's success partially depends on variables outside its control (government commitment, regulatory and policy hurdles as well as the interest and availability of donor funding to provide seed funds).

Dropping programs if they don't yield immediate success would be problematic, and may underplay the importance of commitment from country partners to developing the concept. The alternative of remaining engaged despite potential obstacles to success risks wasting organizational resources. GGGI needs to think carefully about the number of NFVs in its "pipeline" given a risk-adjusted assumption about its ability to deliver in all cases. A larger portfolio of NFVs would allow for some to fall by the way side. It might also consider what management structures and processes are appropriate, to constantly evaluate the likelihood of success and reallocate resources when opportunities to accelerate emerge, or other NFVs get 'stuck' due to issues beyond GGGI's control.

Supporting implementation of National Determined Contributions

To demonstrate its contribution to helping member countries deliver on their intentions laid out in National Determined Contributions (NDCs) under the Paris Agreement, GGGI is working in a range of countries to support the financing of climate-related projects and support development of mechanisms that would increase capital flows to priority sectors. GGGI is working on NDC related issues in several countries including Cambodia, Fiji, Indonesia, Jordan, Peru, Rwanda, Uganda, UAE, and Vietnam³⁰, and is part of the NDC Alliance. The 2016 Results Report highlights GGGI's efforts to identify opportunities to support specific projects in raising climate finance.

GGGI has also identified the value of aligning the selection of these projects with NDCs as a means to demonstrate their commitment to supporting national objectives under the Paris Agreement.

28 These four are the one that GIS is working on. There are others that are being supported by GGGI (e.g. People's Survival Fund in the Philippines, CRGE in Ethiopia, Funds in Colombia, etc.).

29 FONERWA (the GGGI staff who is the coordinator) has been invited to be part of the Global Innovation Lab (funded by USAID and DFID – USD 600 million) to share its knowledge and experience to enable others to learn and replicate. FONERWA coordinator has been invited to speak about the fund in several places.

30 These countries are all identified in GGGI's NDC Alliance.

Improving Multi-directional Knowledge Sharing and Learning between South-South and South-North-South Countries on Green Growth

GGGI undertakes many capacity building activities; however, the linkage to the country or programmatic activities is not always evident. GGGI needs to improve its efforts in multi-directional knowledge sharing and learning between South-South and North-South countries on green growth.

GGGI carried out a total of 89 capacity building activities in 2015 and 140 in 2016, engaging 3,360 and 4,688 participants respectively³¹. In 2015, 44% (39) of these activities included sharing of lessons learned from other countries, against a target of 31%. In 2016, it was 35% (49 events), against a target of 41%³². While more than 90% of the participants indicated that they gained knowledge or skills, it is not evident how this expanded knowledge and/or skills has helped in their work or has been institutionalized in their respective countries/departments/ministries. There is inadequate follow-up by GGGI and a lack of attention to capitalizing on its significant alumni. There is a risk that GGGI is missing a significant opportunity and not benefiting from its investment in capacity building.

Furthermore, how these capacity building activities are linked or integrated with main programs in the countries is unclear. There are no country-level or regional level capacity development targets – regarding strengthening or sustaining the capacity of partner government and organizations specific to green growth – developing green growth plans, guidelines or bankable projects.

Knowledge Management

Several respondents indicated demand for South-South knowledge sharing and learning; however, little has been done to date on South-South work. Although GGGI seems to be associated with several platforms, it is not clear how GGGI has been strategic in leveraging the existing platforms to promote green growth and share knowledge and experience. The current approach to South-South sharing seems to be reliant on individual country initiatives rather than a structured institutional approach. There is a significant opportunity for peer-to-peer South-South learning, twinning and mentoring.

GGGI has processes to gather lessons learned, best practices, and success stories from the countries but there is no systematic process to use them for subsequent project design. The organization has not allocated time or resources for it. While there are multiple ways knowledge is shared in GGGI, there is no centralized knowledge sharing system or process. There are several instances of a country sharing knowledge and experience at their own initiative. At times these requests can become a burden, if not facilitated by a central system or process. For example, because of FONERWA's success, the request for internal and external knowledge sharing could affect the time available to carry out its main work.

The strategic intent and role of the Office of Thought Leadership (TL) in enabling delivery of GGGI's key outcomes is not clear. This is understandable given the fact that TL has been only recently established in 2017, as part of the reorganization of GGGI. The evaluation team heard different perspectives on what it could/should do.

Staff and consultants are engaged to develop the Green Growth Performance Measurement (GGPM) tool which includes development of a Green Growth Performance Index. The index will show the status and performance of green growth in member countries³³.

While some of the GGGI country offices have used the Green Growth Potential Assessment (GGPA)³⁴ tool and found it very useful, it is not evident if there is a systematic methodology/guideline for policy analysis, coherence, or effectiveness in GGGI.

Capacity Building

GGGI delivered a total of 229 capacity building activities involving 7,848 participants, in 2015-2016. Of these activities 88 (38%) of them involved sharing of lessons from other countries.

FONERWA – Knowledge Sharing

FONERWA has been invited to be part of Global Innovation Lab (funded by USAID & DFID – USD 600 million) to share knowledge. Several countries, on their own initiative, have come to Rwanda to learn from FONERWA.

31 GGGI Results Report 2016.

32 Draft MTSR report 2016.

33 It is a tool to measure countries' green growth performance in six thematic areas of green growth: Energy, Industry, Green Cities, Sustainable Landscapes, Transport and Water. There will be seven sets of country rankings – six for each thematic area and one for overall green growth performance. The rankings will enable assessment and monitoring of a country's progress.

34 GGPA is a diagnostic tool developed by GGGI to help countries set their national green growth agendas aided by a data-driven approach. GGPA identifies areas where a country is underperforming in terms of green growth as these may hold the most promising opportunities for high impact green growth interventions.

Policy Analysis

Policy analysis is conducted, according to a defined delivery model. Policy services include knowledge management, development, and sharing activities that are designed to build a strong theoretical and empirical base for green growth while providing concrete options, guidance, and capacity development for policymakers and investors. At the output level, targets for 2015-2016 were – “number of advisory outputs that inform the development of government green growth policies” - (e.g. studies, analytical tools, strategies, plans and roadmaps) - (2015 – 33; 2016 – 36).

The Corporate Results Framework indicated in 2016 that “GGGI delivered 40 outputs that supported governments to develop green growth policies, against the planned target of 36 outputs”. A very high bar is set by GGGI for the following outcome i.e. “there is commitment from partner governments to implement the policies aligned with green growth elements, and these policies are likely to lead to transformational change if implemented”.

What the literature suggests about transformational change and the role of policy coherence extends well beyond the issues of scale, replication, innovation, and leverage, which is what GGGI currently focuses on. The OECD provides a useful model and tool kit³⁵ regarding how policy impact can be truly transformational for green growth through policy and institutional coherence (refer Annex 8 for the model).

Communication

GGGI has a long way to go in improving external communication and strengthening its brand awareness. In many instances GGGI is not known outside its “circle” including beyond the division in a ministry in which GGGI is embedded. Frequently it is not clear to external parties if the GGGI representative is part of the government or a separate organization. This often results in challenges for GGGI to obtain adequate recognition for its role and work.

GGGI has made progress in more focused communication, compared to past years. It was observed that GGGI is investing on developing a new website. GGGI staff also indicated an increased level of internal communication since the latter half of 2016.

As Thought Leadership continues to jointly operate the Green Growth Knowledge Platform (GGKP) with the United Nations Environment Programme and other partners, there needs to be a common understanding of the working relationship with GGKP and how the platform could be leveraged for knowledge sharing and communication. An interesting observation noted in the recent Danish review was that most visitors to GGKP were from OECD countries.

Integrated Approach to the Delivery of Programs

Several corporate reforms towards the end of 2016 and in 2017 undertaken in GGGI have resulted in improved communication within HQ and between HQ and country offices.

The country offices are the face of GGGI to clients and stakeholders in the countries. For organizations interacting with GGGI it is already seen as “ONE GGGI” and with an integrated approach. Internally, however, although there have been recent improvements, country staff and consultants recognize that more needs to be done to realize the vision of “ONE GGGI” in practice.

GGPI and IPSD should continue to strive to have better coordination and communication at HQ level to facilitate the country offices to carry out their activities to achieve outputs and outcomes in a more cohesive manner. The move towards output-based budgeting has the potential to facilitate a more collaborative approach, if implemented with sufficient flexibility and adaptive management. In the current system of output-based budgeting, GGPI and IPSD cannot have a “joint output”³⁶. A move towards joint outputs or at least a system where both divisions can have budget under the same output would help in making cooperation straightforward – for example, GGPI and GIS would work together to achieve the output.

A need for an improved organizational structure, mechanism, and process to ensure coordination and communications between the GGPI and IPSD was indicated by several internal stakeholders. Investment work should complement work done by country teams and should be relevant to government priorities. *Ad hoc* opportunistic capturing of investment opportunities may not be consistently aligned to CPFs.

The nature of the reporting system for GIS staff in-country appears to be creating significant friction and discontent. There appears to have been instances where the GIS team, facing understandable pressure to find projects pursue approaches and projects that are disconnected from the work being done by local teams. This was mentioned as having the potential to create multiple ‘stranded non-assets’ in the sense that even if the projects are financially viable they will be hard and unadvisable to progress if not part of the work plan agreed with national partners.

In time, an optimal way to manage the relationship between HQ and staff based in London with respect to financing activities in different countries may need to be considered. GIS team members hold portfolios for multiple countries (sometimes in different time-zones) and sectors simultaneously. While greater cross-fertilization of experience is legitimate, as the number of activities related to project bankability expands, the portfolios managed by a limited number of GIS staff members (sitting in different time zones) should be reviewed to avoid diluting support too far.

35 AfDB, OECD, UN and World Bank (2013) – Tool Kit of Policy Options to support Inclusive Green Growth.

36 The current administrative and budgeting process in GGGI means that GGPI and IPSD cannot have “joint output” which still creates a “silo” between the divisions.

Although it is very early, the new Policy Solutions team shows some evidence of supporting integration between policy and planning and investment activities. Many respondents felt that GGGI is more cohesive and integrated and that it is moving on the right track towards providing a “comprehensive service offering” (GGPI+IPSD). It is important to undertake joint missions (GGPI and IPSD) from HQ to countries and equally important to document these missions.

There remains a significant challenge in integrating the work across divisions to capture significant learnings from country operations.

Country Planning Frameworks and Contribution to the Strategic Plan

The Country Planning Frameworks (CPFs) introduced in 2015 define GGGI’s medium-term outcomes at the country level. The CPF is aligned to GGGI’s Strategic Plan and also to the partner government priorities in each country. The CPF objectives are based on GGGI priorities that reflect organizational comparative advantage and national goals of economic growth, poverty reduction, social inclusion and environmental sustainability.

At the same time, GGGI’s approach to developing CPFs and aligning them with national frameworks or national development plans is critical for the ownership, sustainability and long-term impact in the country. The CPF is proving to be a contextualized planning document for in-country programming and new project design. The CPF presents the in-country strategy for the delivery of measurable results against GGGI’s Results Framework. The CPFs reviewed provide linkages between GGGI’s strategic outcome and national development plans of the countries and the thematic priorities GGGI intend to address.

The first round of CPFs were developed for Colombia, Philippines, Ethiopia and Mongolia which was then followed by Rwanda, Cambodia, and Vietnam. With the success of the first seven CPFs, another 12 CPFs are being developed by GGPI for other countries of which 2 have been approved. There are some differences in the new batch of CPFs due to the expected new set of developmental outcomes (six categories) likely to be added to the revised Strategic Plan. Some country teams were not yet aware of the proposed new set of outcomes. The current round of CPFs were reported to include the budget and resource mobilisation targets (a new addition). GGPI is also developing a manual for developing a CPF with greater clarity on responsibilities. Most CPFs were prepared for a country after the first project and after a team was established in the country. One additional area that could be considered in future CPFs is a defined exit strategy. One of the potential drawbacks of being embedded in a government ministry is that GGGI may be required to assist with whatever problem emerges during the day. Having a defined set of deliverables and a time frame can help to offset these understandable demands and potential distractions. An exit strategy will also highlight the need for a sustainability assessment towards the end of the project period, so that arrangements are put in place to ensure that the results achieved by GGGI (such as capacity building) are sustained in the longer term.

While the new set of CPFs being prepared have already incorporated the proposed long-term outcomes, the older CPF and projects that are ongoing should be grandfathered to reflect the contribution to the outcomes.



GGGI in the Philippines: developing and implementing Eco-Town models

Findings: Institutional Development

Membership Expansion and Engagement

GGGI continues its aspiration to grow globally by gradually expanding its membership. While expansion is important to extend GGGI's impact and outreach, the pace of expansion should be determined by a judicious and rational balance between available resources, contribution of member countries and proposed activities.

GGGI has grown from the initial 18 founding member countries in 2012 to 27 countries by the end of May 2017³⁷. Since 2012, 8 countries (Fiji, Hungary, Jordan, Vanuatu, Mongolia, Senegal, Peru and Thailand) have been added. Compared to early years of GGGI, when countries had to be approached, there is an increasing recognition of the relevance and need for green growth among countries and the roles have been reversed, with countries showing interest to becoming members of GGGI.

With core and ear-marked funding showing a declining trend, it is important for GGGI to be cautious in adding new member countries to avoid spreading the resources too thin. GGGI already has a pipeline of non-member countries where projects are currently being undertaken, with the anticipation that they will become members. Activities in non-member countries are being carried out with an assumption that this will translate into a desire to become a member. It is understood that becoming a member in GGGI is relatively a simple process for GGGI requiring not much more than a letter of intent and no requirement to commit resources but the process is more complex in-country (involving long legal and ratification processes)³⁸.

As a global organization, an aspiration for much greater membership should be part of the Strategic Plan. Accordingly, the Plan states that *"we will use the convening power of our governance to bring more non-Member countries on board, particularly the BRICS economies."* To date, that has not happened, although it is understood that membership of China and India is under discussion, while efforts in Brazil and South Africa were not successful so far. The Plan also states that *"we will ensure that the expansion of new participating Member countries corresponds to increased resource mobilization from existing contributing Member, new contributing Member countries, or a combination of both."* As both core and ear-marked funding have been declining, it is apparent that there is currently limited scope for new membership.

As of 2014, GGGI had 35 projects in 22 countries. As part of WPB 2015-2016, GGGI completed 48 projects³⁹. The program portfolio of WPB 2015-2016 indicated that GGGI had projects in 13 member countries (LDCs – 4; LMICs – 5; UMICs – 2 and HIC - 1) and 7 non-member countries (no LDCs, 2 LMICs, and 5 UMICs). As seen from Table 2, GGGI has made efforts in funding projects in more LDC countries – 6 members and 5 non-members - for 2017-2018. This programming in LDCs is a significant increase over the previous biennial period with activities and starting in 2 additional member countries and 5 new non-member LDC countries. At the same time, GGGI planned to continue activities in the same number of LMIC countries (5 members and 2 non-members) for the 2017-2018 periods. As per WPB 2017-2018, GGGI is carrying out projects in 14 member countries and 10 non-member countries. It was noted that there was no current presence in 3 MIC member countries (Guyana, Paraguay, and Papua New Guinea). GGGI has started programming in Costa Rica during 2017.

37 Australia, Cambodia, Costa Rica, Denmark, Ethiopia, Fiji, Guyana, Hungary, Indonesia, Jordan, Kiribati, Republic of Korea, Mexico, Mongolia, Norway, Papua New Guinea, Paraguay, Peru, Philippines, Qatar, Rwanda, Senegal, Thailand, United Arab Emirates, United Kingdom, Vanuatu, Vietnam.

38 Membership of the GGGI is open to any member state of the United Nations or regional integration organization that subscribes to the objectives of the GGGI. As a treaty based international organization, membership requires countries and regional integration organizations to ratify the Agreement on the Establishment of GGGI in accordance with their respective constitutional procedures, and the priority given to GGGI membership in accordance with the government's legislative/regulatory agenda. Membership comes into effect on the 30th day after submission of a country/regional integration organization's instruments of accession. Accession and Membership of GGGI does not require any obligatory (annual) financial contributions from a country or regional integration organization. Indeed, Article 12.1 of the Establishment Agreement notes that Member contributions are voluntary; though "Members are encouraged to support the GGGI and ensure its financial stability through voluntary annual contribution of core funding, active engagement in its activities or other appropriate means" (Article 12.2). Moreover, GGGI does require a country/regional integration organization to be invited to participate in an accession process, and they may initiate the process themselves through the submission of a letter of intent to the Director-General.

39 GGGI Results Report 2016 – Performance against the Corporate Results Framework.

Table 2: Members and Non-members and Type of Funding - 2017

	Countries	
Core	Member	Non-member
	Cambodia, Kiribati, Rwanda, Senegal, Vanuatu, Ethiopia†, Fiji, Mongolia, Vietnam, Philippines, Mexico, Jordan, Peru, Thailand‡	Lao PDR, Mozambique, Myanmar, Nepal, Uganda, India, China, Colombia,
Ear-marked	Indonesia, UAE	Morocco

† Ethiopia had ear-marked funding until 2016.
‡ Thailand had core and ear-marked funding budgeted in WPB 2017-2018. The ear-marked funding did not materialize.
Note: Green denotes LDCs, Orange denotes LMICs and Blue denotes UMICs/HICs.

GGGI's funding to LDCs has also been showing an increased allocation in keeping with its commitment in the Strategic Plan – “we will implement a shift in our programming in order to strike a balance of resources between LDCs and MICs.” In 2014, only 14% of the core funding allocated to country program budget went to LDCs. This increased to about 34% for actual expenditure in 2015-2016 (24% for member LDCs and 10% for non-members)⁴⁰. The WPB 2017-2018 has allocated 52% of its core funding for country programming in 2018 to LDCs (32% in member countries and 20% in non-member countries). Since 2015, GGGI has started programming in 7 LDC countries⁴¹. This indicated that GGGI was well on track to meet the allocation of core funding to LDCs before 2020 (50% to LDCs and 42% to member LDCs).

With resource mobilization yet to gain momentum and additional interest from potential members, GGGI can explore the option of potential members participating in GGGI events and regional projects at their own expense. This will enable GGGI to increase its engagement in existing countries.

Furthermore, GGGI should explore alternative models. Although as at the time of the evaluation, GGGI had 25 country teams embedded in partner governments, it may not be feasible always for GGGI to have full-fledged country teams and offices with the current level of financial resources. GGGI should explore some of the models below depending on the demand:

- Establishing regional offices for small island countries, such as the current office in Fiji;
- Self-funded offices in MICs/HICs as in UAE (projects funded by countries);
- Regional hubs (of experts) in an already established country office that can service countries in the region or neighboring countries (instead of flying in and out from Seoul); and
- Regional programming in specific thematic areas (e.g. deforestation and land use, energy).

A balanced approach to expansion is important, including the number of LDCs and emerging economies. Co-funding when working with emerging large economies should be encouraged. GGGI should assess which countries show greater impact quickly. GGGI should focus on making long lasting effects in the countries they engage with, rather than doing too little in too many countries.

As GGGI develops its service offerings, it is important to be able to mobilize resources which are also crucial for expansion. In the longer term, GGGI may want to consider different business models which might include management fees, commissions, cost-shares, endowments and limited equity investments in projects. These funding sources would be a significant shift from the current business model and therefore should be explored in close consultation with development partners.

40 GGGI Results Report 2016 - actuals.

41 Kiribati, Lao PDR, Mozambique, Myanmar, Nepal, Senegal and Uganda (of which Kiribati and Senegal have become members).

Strategic Engagement with Green Climate Fund (GCF), Multilateral Development Banks (MDBs) and Private Sector Partners

GGGI has been successful in signing the Framework Agreement with GCF; however, the process of strategic engagement with MDBs and private sector partners has been limited.

As stated in the Strategic Plan, it is a priority to engage with diverse international partners to leverage experience and expertise, build on strengths of others and enhance synergies in joint initiatives⁴². In spite of being a young organization, GGGI has been making efforts at the global level and at the country level to forge strategic partnerships. A significant result of various consultations in 2016 was the recent (April 2017) signing of the Framework Agreement with GCF.

There is more work to be done by GGGI in terms of partnership and engagement with MDBs. There is a lack of clarity on the type of role/relationship that GGGI wants to have with MDBs. There is a potential fit in some situations when GGGI can find a niche to provide technical expertise and/or project preparation for MDBs or other development bank projects financing green energy or sustainable infrastructure projects. However, GGGI should avoid situations where it is in direct competition with consulting companies and/or providing “free” consulting services. During the country visits, collaboration with MDBs was noted as part of GGGI’s ongoing and future work. These include:

- In Colombia, funding from Norway for the Joint Declaration of Intent (work supported by GGGI⁴³) will flow through the Colombia Sustainable Fund, managed by IDB. Both World Bank and IDB also contribute to the work of the Green Growth Task Force (GGTF) in which GGGI is playing a crucial role. World Bank is funding four of eight studies that are being undertaken by GGTF. Additionally, KfW will likely also support a study for GGTF (refer Annex 7 for the mapping of inter-linkages of GGGI’s work in Colombia). Both World Bank and IDB indicated interest and potential to involve GGGI as technical partners and/or an implementing agency.
- Colombia also worked with KfW under the REDD for Early Movers Program (REM) to set up Amazon Vision.
- In Rwanda, GGGI assistance to green the design for a private sector builder (a referral through FONERWA) has led to KfW/IFC funding a subsequent feasibility study. GGGI work in secondary cities is likely to lead to potential collaboration with the World Bank for its RUDP Phase II (refer Annex 6 for the inter-linkages of GGGI in Rwanda).

GGGI appears to have minimal interaction with AfDB despite the Bank’s long standing interest in green growth programs (e.g. Green Bonds, Africa Climate Change Fund, among others).

While GGGI reported private sector partners to be “notably absent” in 2015, some private sector engagement commenced in 2016 in Thailand and Mongolia⁴⁴. An example of private sector engagement (which could be further developed) was noted in Colombia, where the Private Sector Council has introduced green growth as one of the criteria for competitiveness for the private sector, which used some aspects of GGPA methodology⁴⁵. There is scope for GGGI to leverage this to develop additional private sector engagement. The Colombia office is also supporting work in four agricultural value chains (which include the private sector).

GGGI developed a *Private Sector Engagement Strategy* in 2016. It was not clear, however, that further substantive steps have been taken to increase engagement and move to private sector partnerships. GGGI should consider re-evaluating its private sector engagement strategy and consider how it can access and be part of existing networks to build engagement (e.g. World Economic Forum⁴⁶, World Business Council for Sustainable Development⁴⁷, Chambers of Commerce, etc.) and identify when it should move from light engagement to direct partnerships. Although the partnership with GCF and MDBs is central to many discussions in GGGI (and also one of the required key questions to be explored for this evaluation), interestingly there is no explicit mention of GCF or MDB partnerships in the Strategic Plan. This omission should be rectified in the mid-term Strategic Plan revisions. On the same note, engagement with the private sector should be made more explicit, as it is not clear how GGGI currently engages (or plans to engage) with the private sector and how this could be improved (despite the engagement strategy, there was no mention of it in any of the country discussions).

GGGI should map out actors and funds available in the “space” of green growth and seek out potential synergies. For example, in the Pacific Region there are many regional organizations dealing with aspects of green growth, which should be explored as natural partners.

Furthermore, GGGI should leverage its UN observer status to influence the green growth debate at the global level and to forge partnerships. For example, GGGI has an opportunity to influence the achievement of the 2030 Agenda by contributing to the High Level Panel discussions in New York.

42 GGGI Strategic Plan 2015-2020 p30.

43 GGGI staff embedded in the Ministry of Environment and Sustainable Development has been nominated by the Minister as the Coordinator of the Joint Declaration of Intent. Being the coordinator allows GGGI to interact with several development agencies and other partners.

44 GGGI Results Report 2016, p21. In Thailand, it was with the Thai Energy Service Companies Association (TESCO) and the Thai Automotive Parts Manufacturing Association (TAPMA) and in Mongolia with the Mongolian Bankers Association.

45 This was independent of GGGI effort. However there was a connection. The lead consultant who carried out the GGPA in Colombia was hired by the private sector council as the Director to lead the Green Growth efforts among other.

46 <https://www.weforum.org/>

47 <http://www.wbcsd.org/>

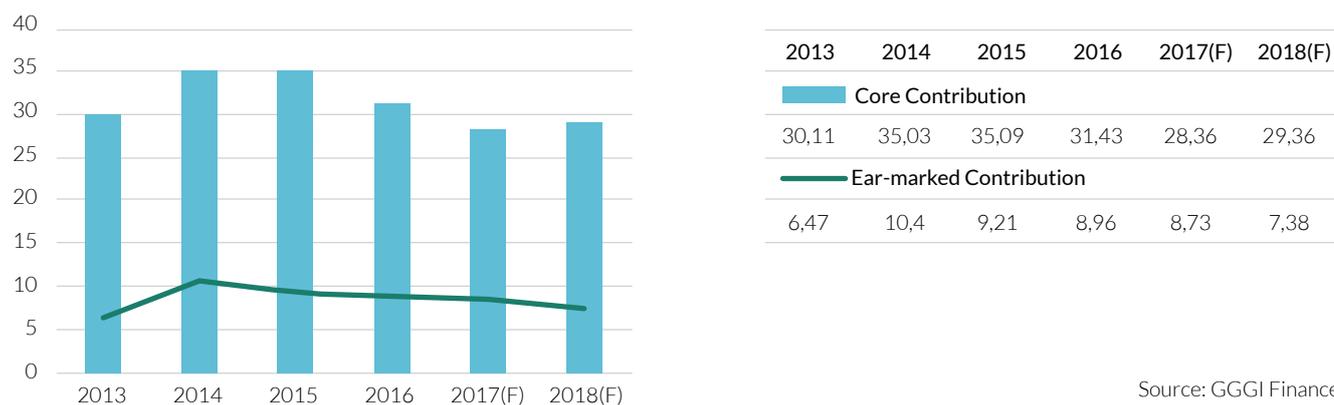
Resource Mobilization (core and ear-marked funds)

There is strong need for GGGI to gear-up on resource mobilization, as it seems to have taken a back seat and it is an area requiring rapid improvement. An operational strategy is needed for resource mobilization, with concrete action plans for HQ and country level that are monitored on regular basis and provided with dedicated resources.

GGGI is fortunate to have the continuous and stable and healthy support of contributing partners. The core contributions have remained stable around USD 30 million since 2013. The peak in 2015 was attributed to USD 15.11 million from DFID (including contributions of 2014 and 2015 along with a one-off performance bonus for 2014). Although new contributions have come from Indonesia and Mexico, there has been a reduction in core contributions from Norway and Denmark, for 2017 and 2018 (Figure 4).

Figure 4: Core and Ear-marked Funding Trends

Declining trend



Source: GGGI Finance.

After peaking in 2014 (USD 10.40 million), ear-marked funding has shown a slow but steady declining trend which is projected to be USD 7.38 million in 2018 (Figure 4). The non-extension of grant agreements with World Resources Institute (WRI) and Climate and Development Knowledge Network (CDKN) led to a decrease during 2015 and 2016. Likewise the expiration of grant agreements with Swiss Agency for Development and Cooperation (SDC), and the Environment and Nature Conservation and Nuclear Safety (BMU) and with Norway in Ethiopia have contributed to the projected reduction in ear-marked funds in 2017 and 2018.

Given GGGI's target of USD 80 million by 2020 (\$40 million core and \$40 million ear-marked), it appears to be a steep climb from the current level, but not impossible to achieve. For example, WRI doubled its resources from USD 44 million (in 2013) to USD 88 million in 2016. However, GGGI must take stock and reconsider if it wants to grow at that pace in the next three years of its Strategic Plan and if it has the necessary systems, structures and human resources in place for that. While new donors may bring more core funding, the prospects for GGGI to target untapped potential in ear-marked funding is significant. The trend and scope in ear-marked funding can be summarized by a contributing member's comment – "for a donor, core funding is boring, ear-marked is sexy." A proposed revised target of USD 15-20 million⁴⁸ (core + ear-marked) by 2020, as indicated in DG's April 2017 report to MPSC may be a reasonable stretch for GGGI (with focused resource mobilization efforts from HQ and partner countries) but it is underestimating the potential.

As noted by many in HQ, resource mobilization has been a weakness. Despite the resource mobilization strategy, efforts seem to be fragmented⁴⁹. For example, GGGI has rarely spoken to foundations in the past with an intention to mobilize resources. Until recently, resource mobilization was seen as the responsibility of the HQ with limited involvement of the country teams. The evaluation team noted a sense of urgency to get into action in resource mobilization with the actions being taken by the top management. Overall, there are indications of a positive shift in thinking but a significant amount of work needs to be done which is often a multi-year effort.

With increased push and emphasis on resource mobilization by country teams, the evaluation noted that it is unlikely that all country representatives will have the time, profile and skill sets (proposal writing, business development, etc.) to network with donors and mobilize resources⁵⁰. It was not evident what GGGI is doing to bridge this gap of enhancing the capacities of country representatives in resource mobilization. Furthermore, for smaller country teams, it is also an additional burden, if no resources are allocated to assist the country team either in-country or at HQ. Resource mobilization should not be added on top of existing workloads without an appropriate plan and/or resource. There are significant risks to country teams independently pursuing narrower project funding without coordination with HQ about alignment with thematic or organizational priorities, especially when pursuing donor funding. Additional resources may be necessary at the country level, especially for the smaller offices, such as in the Pacific region.

48 Instead of projected USD 40 - 44 million resource growth from the current level.

49 GGGI Partnership and Resource Mobilization Strategy.

50 People have been hired with different criteria, as noted by some stakeholders in HQ.

Staff recruitment, management and strengthening in-country staff

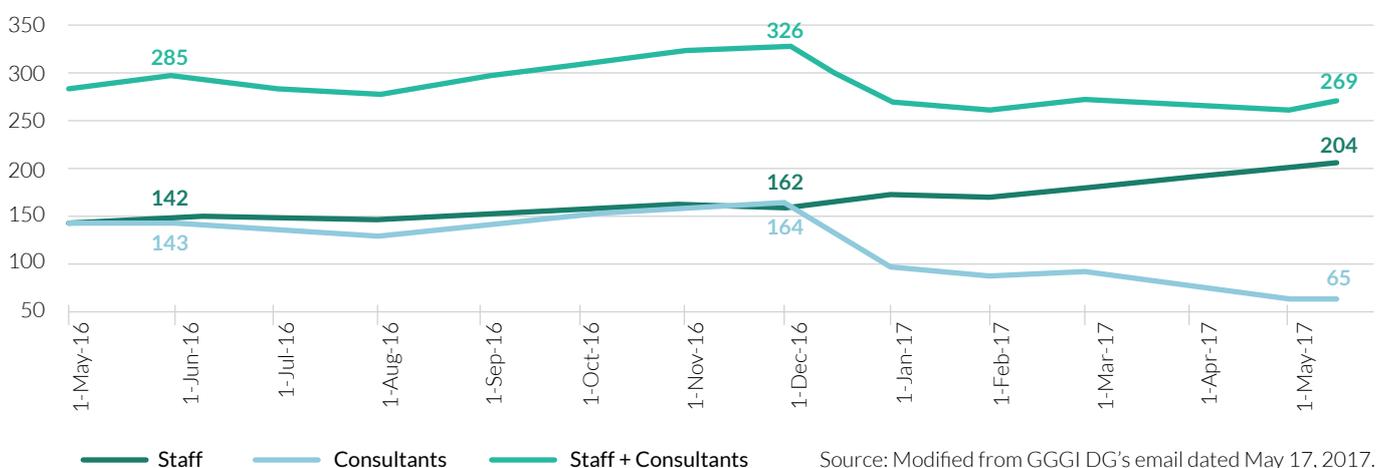
GGGI is making efforts to improve in-house competency and thereby reducing dependency on external consultants

Until recently, GGGI had an equal number of consultants (several of them referred to as “quasi-staff”) working in the HQ and in the countries (143 in May 2016 and 164 December 2016). The corporate decision in December 2016 to end the practice of “quasi-staff” led to hiring of many of them as full-time staff. This led to an increase of staff by 26% by mid-May 2017 while the number of consultants declined by 60% during the same period (Figure 5)⁵¹. The head count of staff plus consultants has also declined from 326 (December 2016) to 269 (May 2017) with a slowdown in the level of activities (Figure 5).

By converting consultants to staff there is a significant risk that there could be a potential mismatch of skills to evolving GGGI needs in the future. This could be changing priorities within GGGI and needs in the country (of national governments) and opportunities in resource mobilization. GGGI projects are only planned for two years.

Figure 5: Staff and Consultant Recent Trend

Staff and Consultant Recent Trend



There is a general concern about **high staff turnover in GGGI**⁵². The number of staff leaving has ranged between 15 and 25 per year, in the last three years. In 2016, twenty-seven staff left GGGI; about 50% of them were in C1 to C3 levels (while in 2014 and 2015, 50% were from C2 to C4 levels) and 40% in G1 and G2 levels (similar to 2015). As per HR unit's analysis the most common reasons for staff leaving were resignation (>70%) and termination/non-extension of contracts (26%)⁵³. Analysis from HR indicated that resignations could be largely attributed to staff exploring and finding other jobs before the end of their three-year contract and also partially due to the constant organizational changes in the last five years (including four DGs). Some of the possible reasons noted during various discussions ranged from personal reasons (including lack of spousal employment and professional development opportunities in Seoul) to uncertainty and lack of clarity on career progression within GGGI until recent months. GGGI has a quite small proportion of staff that has continued and grown with GGGI since 2012. An important aspect noted was that about 50% of the staff who left in 2015 and 2016 was women. The proportion of turnover among women was higher than organizational turnover rate⁵⁴. The best practice in HR is to conduct in-depth exit interviews and constantly analyze any changes in trends.

An analysis of staff indicated that about 55% to 58% of the staff was at C level (C1 to C5) and about 40% at the G level (G1 to G3) during 2014 to 2016. GGGI's grade structure was changed in 2017 (X1 to X13) to implement a unified grade structure - this does not include the executive level. However, there was a general impression that **GGGI salaries are lower** than other international organizations, specifically with **mid-level country staff**. The benchmarking study that is being undertaken by GGGI is expected to provide clarity on this matter. According to HR, GGGI classifies positions as national or international based on the skills required by the business in the context and unlike the UN, GGGI does not differentiate placement of staff in these positions based on their nationality. They are placed between X1 and X13 (the new grades). In general, the national staff are between X1 and X11, international staff join from X8 to X13. Everyone is on a 3-year contract, and there is no tax exemption, as is common in other international organizations⁵⁵.

51 Based on information from DG's email of May 17, 2017.

52 For 2016 it was 21%. The turnover rate has shown an increasing trend (Source: Turnover analysis November 2016 - GGGI).

53 Information from HR.

54 Turnover analysis - November 2016 - GGGI.

55 There was, until recently, a policy of providing tax reimbursement for international staff in HQ. This was removed in early 2017. Provision of tax reimbursement is grandfathered for HQ international staff for the remainder of their existing contracts, but after that it ends.

In terms of **gender**, while 47% of GGGI staff at the end of 2016 were women, only 8% of them were in grades C3 (current X10) and above⁵⁶. The situation has not changed substantially by March 2017⁵⁷. Compared to initial years, GGGI has been able to attract more suitable candidates from diverse organizations (including multilateral development banks, financial institutions, governments, and UN agencies) in the last couple of years.

With a turnover of about 20%, and ever changing organizational structures and processes (in recent years), it is important for GGGI to have an ongoing mapping of GGGI staff skills and anticipated capacity needs as a priority. This should be done in addition to recruitment to fill identified gaps and vacancies.

While over the years GGGI has improved in its ability to recruit faster, it currently takes about three months on an average to hire⁵⁸. This was noted to be faster compared to other international organizations. There are instances, however, where recruitment has taken much longer and has affected implementation and thereby the ability to spend the allocated budget.

GGGI is on track to have 50% of the staff outside Seoul. From a predominantly HQ-oriented staffing at the end of 2014 (HQ – 68% and outside HQ 32%)⁵⁹, expansion of programming into newer countries and strengthening existing country teams has led to more staff in the countries (44% vis-à-vis 56% in HQ) by the end of 2016⁶⁰. The staff strength grew from 105 to 162 during this period. As discussed earlier, in 2017, many of the consultants ("quasi-staff") were hired as staff leading to an increase of staff. With different country engagement scenarios and lack of host country agreements in many countries, GGGI's decision to recruit in-country staff through individual agreements issued by UNOPS on behalf of GGGI was appreciated by staff, specifically at country level. GGGI has come a long way from its days of carrying out in-country activities through consultants and "country staff" based in HQ. GGGI has moved from an era of being dependent on consulting firms and consultants to in-house staff with capacities to deliver programs and projects.

Administrative Financial and Other Corporate systems

GGGI has a very detailed budgeting process by division, by country (LDC, MIC), by project and by staff. After the 2014 crisis, GGGI took concrete steps to fix the procurement and financial systems which are in line with established regulations (controlled by the Council) and rules (under DG's control), policies and guidelines. The procurement process has well-defined decentralized decision-making guidelines. In 2017, for the first time a GGGI procurement plan was developed with inputs from each division. This brings further efficiency to planning and avoids "bunching" of end-of-year procurement. In principle, there is flexibility for the budget to be reallocated within the division and between divisions, as long as the activity is within the scope of the Strategic Plan and WPB. In practice, however, budget reallocation seems to be difficult.

During the 2015-2016 WPB, budgets were allocated at the project level. GGGI has moved to output-based budgeting since 2017. There is a general impression that the introduction of output-based budgeting and reporting has helped to make the administrative systems more efficient and effective. There is a risk, however, that relatively inflexible output-based budgeting may reduce the scope for staff innovation.

GGGI has also taken efforts to bring efficiencies at the governance level, thereby reducing costs. GGGI merged the role of the President of the Assembly and the Chair of the Council. It also reduced the number of meetings of the Council⁶¹ in a year to one. The three sub-committees of the Council were also merged to create the MPSC which meets twice a year.

In spite of constant changes, GGGI has been striving to strengthen and improve management and administration policies, processes and systems not only to increase efficiencies but also be in line with other international organization ("*with less bureaucracy*"). The recent GGGI's *trust and verify*" philosophy reflects this⁶².

GGGI had a decentralized model through satellite offices; however, it became centralized with the financial crisis, among others. If GGGI is growing through its country programming, it needs to reconsider delegation of authority to the countries. This needs to be over a period and depending on country requirements, and the capacity of the country team. For delegation to succeed, GGGI at HQ should have strong systems, good communication, and coordination among divisions and adequate specialized human resources. The development of CPFs and the limited delegation of authority on procurement decisions are indications of GGGI moving in the right direction. GGGI has taken steps to empower country staff to make decisions through delegation of authority – for example, procurement up to USD 10,000 by the country representative or Unit Head and the new travel policy⁶³.

56 As per May 2017 email from HR unit. The evaluation team did not have grade realignment information.

57 An analysis by grade and by gender to compare differences between HQ and in-country could not be completed for want of data from HR unit.

58 HR email of May 8, 2017 indicated that average time to hire is 89 days (as of end of 2016).

59 According to the Danish Appraisal Report of GGGI (April 2014), only 15 were based in countries where GGGI had operations and another 15 were in then three satellite offices (including 8 in London), in April 2014.

60 Information from GGGI HR.

61 The Council consists of five contributing members, five participating member, Government of Korea and DG.

62 It was reported that checks will be made and 'speeding tickets' will be issued for staff not in compliance.

63 As per the earlier travel policy staff (across all levels) had to submit receipts for expense made while on travel. The new travel policy has fixed Daily Personal Expenses (by country) and airport transfers and makes it a more efficient and quicker to make claims.

There is improved disbursement rate compared to previous years; however, there are variations among divisions and LDCs have a lower disbursement rate as compared to MICs.

One of the key issues for GGGI has been the utilization of the budget allocated. There was a significant improvement in disbursement rate - 75% in 2016 (compared to 67% in 2013, 63% in 2014 and 68% in 2015); this also coincides with significant results achieved during 2016. The disbursement rate varied among divisions (e.g. GGPI - 75% and IPSD - 63%) and also among countries - LDCs have lower disbursement rate than MICs (see Table 3)⁶⁴ for the 2015-2016 period. It is important to identify bottlenecks and improve efficiency. The reasons could be delayed recruitment, in-country capacity and external factors. If GGGI wishes to expand operations with LDCs, it needs to consider how to manage and/or disburse the unutilized funds.

Table 3: Disbursement Rates 2015-2016

Member	Budget	Actual	%
LDC	12.6	8.5	68
LMIC	14.5	11.2	77
UMIC/HIC	7.0	5.1	72
Non-Member	Budget	Actual	%
LDC	2.6	1.6	61
LMIC	2.6	2.1	81
UMIC	4.1	3.4	83

Source: Calculated from GGGI Results Report 2016.

Results-based management and the Project Cycle Management

GGGI has made efforts to ensure there is a strong link between the Strategic Plan, Corporate Results Framework and the Country Planning Frameworks. GGGI has made significant strides since start of 2015 in terms of results-based management (RBM) and project cycle management (PCM) in planning, designing and implementing projects, monitoring and report and evaluation, although there is a long way to go.

In the early years of GGGI, the focus was on operational aspects such as the budget disbursement and timely project delivery. The Strategic Plan mentions RBM without much elaboration⁶⁵. At the start of 2015, the Strategic Plan 2015-2020⁶⁶ was just getting started, but there was no corporate results framework⁶⁷. The first WPB (2015-2016) was also getting started. However, there were no Country Planning Frameworks (CPFs), no systematic process of designing and/or approving projects, the rigid systems meant that projects could not be tweaked, monitoring was basic and reporting was “bad”, and there was no PCM policy, ERP or IT systems or training (specifically on RBM and PCM). The Impact and Evaluation Unit (IEU)⁶⁸ was tasked to develop the RBM process in GGGI (refer Annex 5 for a visual scenario comparison - the start of 2015 vis-à-vis the start of 2017).

In the last two years, GGGI has developed the Corporate Results Framework to measure progress and results against the Strategic Plan, completed WPB 2015-2016, and developed the next biennial WPB 2017-2018 to guide the next two years of activities. In addition, the first set of seven CPFs was developed in 2015/2016. The next set is being developed. GGGI has also improved its process of developing and implementing projects, compared to two years ago. While there is some flexibility to adjust projects now, with justifications, there is scope to make the process more structured. Monitoring and reporting have improved at the project level, and at the whole-of-GGGI level. Annual reporting on whole-of-GGGI started from 2015⁶⁹. There is also a detailed end-of-year report for each project. The improved reporting of results has been appreciated and acknowledged by donors also. GGGI’s IT and ERP systems are evolving and recently went through an upgrade. The reporting of results against project log frames is done through the ERP systems “real time” during the year. The monitoring of project results has provided inputs to project revisions (when required) and for external reporting and communications. Moving forward, the overall responsibility of results-based planning, implementation, monitoring and reporting will be the joint responsibility of ODG, GGPI, and IPSD from 2017 (see Annex 5)⁷⁰.

64 Based on WPB 2015-2015 and GGGI Results Report 2016.

65 Strategic Plan 2015-2020, p23.

66 Reported to be the “first” official Strategic Plan of GGGI, although there was an earlier one that was abandoned.

67 The Strategic Plan was approved by the Council in November 2014. The Corporate Results Framework was developed subsequently and approved by the Council in November 2015.

68 Formerly known as Organization and Delivery Unit (ODU).

69 The reporting prior to 2015 was activity-based and presented by country. The 2015 Annual Report was the first to report against the Corporate Results Framework.

70 IEU played a key role in developing the RBM system and was very involved in planning and reporting during 2015 and 2016. This included verification/validation of project results and preparing annual results report for 2015 and 2016.

The PCM policy is in place, with the PCM manual released in 2017⁷¹. GGGI has integrated its policies on safeguards and gender equality into the project management cycle. This ensures that development aspects are taken into consideration when planning GGGI projects. The move to output-based budgeting and reporting (in 2017) is expected to help to strengthen GGGI's results management.

While donor reviews/evaluations have continued to guide and provide feedback, over the years, project evaluations for projects that are implemented with ear-marked resources are likely to be a reality soon, in addition to corporate evaluations⁷². GGGI could also look into thematic and/or sectoral evaluations (at the corporate level) as GGGI programming evolves in the coming years.

A key area of improvement for GGGI is on the training aspect of RBM, PCM, safeguards, monitoring, and reporting. While some staff are well aware of RBM due to their prior work experience with international organizations, there is a continuing training need for RBM and results reporting. Another aspect for GGGI to keep in mind is to ensure that ERP is fully utilized. If data are not entered or uploaded, it will affect reporting and at the same time not provide data for decision-making, which will lead to parallel reporting and duplication of work. There is a need for process improvement (e.g. appropriate dashboards or a query system) to ensure efficient information access for effective decision-making and management. At the same time to ensure effective utilization of the system, staff training is important.

GGGI's first evaluation policy is being developed and will be presented for review in the second half of 2017. This will provide guidelines for future evaluations to be commissioned by or conducted in GGGI.

Risk Management

GGGI has a risk management matrix maintained at the corporate level⁷³ and at the project level with risks and assumptions listed in each project log frame. Risks are regularly monitored at the HQ (corporate) level. However, it was not evident if there was any structured monitoring of risks at the country and project level.

There is a risk that political economy issues are poorly recognized and insufficiently tracked and analyzed at the country level. The potential for political changes to significantly impact GGGI programs is going to be greater in LDCs and this should be an important consideration as GGGI expands into more LDCs.



GGGI in Vietnam: supporting the government in green growth planning

71 Work was done for most part of 2016. It was approved by DG in 2017.

72 It was mentioned that this was one of the first evaluation carried out in GGGI, other than donor reviews/evaluation. GGGI Mongolia commissioned and managed the evaluation of the country program in 2016.

73 Not seen by the evaluation team.

Findings: Strategic Plan

Overall, the Strategic Plan has enabled GGGI to get on track (after 2013-2014), be results-focused, and gain confidence of donors (demonstrated by the largely stable core funding)⁷⁴.

Strategic Plan guiding the development and implementation of country and global program and reporting of results

The Strategic Plan provides overall guidance for country and global programs. The country planning frameworks are well aligned with the Strategic Plan.

As noted from GGGI documents and discussions at various levels (country and HQ), the three outcomes guide GGGI's work at global and country level programming and reporting of results.

The Strategic Plan guides the development of CPFs and project log frames which contribute to one or more strategic outcomes. The sample of CPFs (Colombia, Rwanda, and the Philippines) reviewed indicated alignment with the Strategic Plan. The review of project log frames in the case study countries for this evaluation (Colombia, Rwanda, Jordan, the Philippines and Vanuatu) found general alignment to the CPFs and accordingly to the Strategic Plan. The projects are focused on creating impact through one or more of the thematic priorities (energy, green city development, land-use⁷⁵, and water). There is evidence that all levels from project level to the CPFs are nested in the Strategic Plan.

The higher one moves in the theory of change from project activity to outcome level, the more difficult it is to attribute the result to GGGI. The causal linkage from strategic outcome to impact is also difficult to demonstrate. The current set of outcomes was noted to be more at the immediate/intermediate outcome level. More specific and defined indicators at outcome level will help assess the contribution of GGGI, at the higher level.

A set of long-term level outcomes – {GHG emissions reduction, creation of green jobs, increased access to sustainable services (affordable energy, improved sanitation, sustainable waste management and sustainable public transport), improved air quality, adequate supply of ecosystem services ensured, and enhanced adaptation to climate change}⁷⁶ - has been developed, with indicators. In the revised Strategic Plan these will be linked to the four thematic areas and incorporated into the new CPFs. For new project log frames these new outcomes and indicators will need to be reflected, but in existing project log frames, it would be sensible to grandfather them rather than attempt to make changes mid-course. While it is not yet clear, there could be significant implications for GGGI's current theory of change.

The Strategic Plan (p31) states – “*our global delivery will be partnership-based and will be open to both Member and non-Member countries*”; however the impact statement of the CRF focuses only on member countries. GGGI needs to revisit the statement as the impact of GGGI is expected to be global. The impact statement of the CRF needs to be revised to align with GGGI's vision, “*a resilient world of strong, inclusive and sustainable growth*.”

74 Final Report of the Joint Donor Review of GGGI (October 2015), p.6.

75 Being renamed as “sustainable landscapes” to provide more clarity.

76 Draft MTSR report p22.

The Strategic Plan guiding the development and implementation of non-programmatic and corporate initiatives: reporting of results

The Strategic Plan has also been guiding the development and implementation of non-programmatic and corporate initiatives including increasing the LDC membership, more efficient governance structure, strengthened country presence and in-house capacity, reduction of non-programmatic and management/administration expenditure, output-based budgeting, institutionalization of RBM, introduction of ERP system, better integration and communication between HQ divisions and HQ and country offices.

Performance against other Strategic Plan targets

On six key 2020 targets, set in the Strategic Plan, GGGI has already achieved or expects to achieve by 2018 three of its targets and is on course to achieve another two (Table 4). In spite of recent efforts and a new focus on resource mobilization, it is highly unlikely that GGGI will achieve target on the third one. GGGI's core funding has remained stable around USD 30 million until 2018 (refer earlier section in this report) while the ear-marked funding is showing a declining trend from USD 10.4 million to \$7.4 million by 2018. GGGI should set a realistic target for core and ear-marked resources that can be achieved in the next 3.5 years (by 2020). While new donors might bring some core funding, given the development aid trend, it will be easier to attract ear-marked funding (from existing and new donors).

Table 4: Performance on Key Targets - Summary⁷⁷

Target	Status	
1. Allocation of 87% of core budget to Member LDCs & MICs	2016 – 67% (achieved) 2018 – 66% (budgeted)	
2. Allocation of 42% of core resource to Member LDCs	2016 – 26% (achieved) 2018 – 32% (budgeted)	
3. Mobilization of USD 40 million in core and USD 40 million in ear-marked	For 2016 and 2018 core is stable (around \$30m) and ear-marked is declining (\$8m)	
4. Reduction of spending on all non-programmatic activities to 30%	2016 – 36% (achieved) 2018 – 30% (budgeted)	
5. Reduction of spending on management and administration to 17%	2016 – 20% (achieved) 2018 – 17% (budgeted)	
6. Cost savings of USD 1 million in efficiency from 2014 baseline	More than USD 1.2 million saved in 2016	

Sustainability

As GGGI has grown very rapidly since its formation in 2012 and it is still on a fast growth, a strategic concern is for GGGI to carefully balance its growth aspirations and country membership expansion against apparent resource constraints. Sustainability of GGGI will depend to a large extent on its ability to deliver real impact in fostering green growth. To achieve impact GGGI must be able to demonstrate that its early wins can be replicated and scaled-up. As remarked by a key external stakeholder – “GGGI has great potential – sky is the limit.....but needs to deliver.”

Strategic Plan: Core Values of GGGI, its Culture and Practices

Since its inception in October 2012, GGGI has undergone various organizational changes including having four DGs. Changes at the top also meant changes in structure, policy, and management approach and style, in addition to staff turnover and new teams. In the meantime, GGGI was also steered to survive a financial crisis in 2013-2014.

As a young organization, GGGI is still evolving and is in the process of identifying its core values, culture, and practices. Within a short period and the limited budget GGGI has managed to achieve results and establish itself in the countries as trusted partners to the governments, demonstrating its resilience, results-orientation, and professionalism. The corporate survey conducted by GGGI in 2017 indicated the desired culture to be innovative, collaborative and performance-oriented.

GGGI is a multicultural organization with staff coming from diverse backgrounds with diverse expertise. The key for GGGI at this stage is to consolidate and if changes are needed they should be selective and prioritized.

If GGGI is to promote/encourage a culture, it must continue to create it on the foundation of shared values. The current attention to values and culture of the organization is very positive.

⁷⁷ The table indicates the level of progress GGGI has made in achieving its targets till date. The yellow indicates some delays, green means on track and red strong delays.

Coming through a challenging period in 2014, it was necessary for GGGI to put in place robust processes and procedures. There is now an opportunity to judiciously allow for flexibility and autonomy as indicated by the “*trust and verify*” philosophy.

GGGI aims to be “innovative” and “entrepreneurial” although this is not evident in all the work of GGGI. The recent introduction of GIS and TL indicates a welcome move in this direction.

GIS is being recently staffed up to adequate level to undertake its mandate⁷⁸. It works to identify structure and attract financing of projects; requiring skills that are distinct from planning. In building this new capability, GGGI is entering a domain in which there are risks, many of which GGGI cannot directly control. GGGI needs to work harder to ensure its corporate risk appetite reflects the reality of the new activities it has committed to pursue. A greater acceptance of risk and project failure – when justified – should be encouraged by making it clear to staff that failure would lead to lessons learned but not affect their performance assessment.

Comparative advantage

Within a short period, GGGI has been able to become established and known as a trusted advisor on green growth to the governments in 25 countries. Although there are several international organizations working on “green growth,” GGGI is one of the few organizations solely focused on green growth. GGGI’s Green Value Chain approach articulates a holistic approach to green growth.

GGGI is also perceived by external stakeholders to be an organization which provides support with no agenda, other than green growth.

GGGI is embedded in the government in the partner countries. GGGI was found to be unique in its role as a coordinator between national institutions, and it is an advantage that it has an office inside a ministry or a national agency. This is not a common arrangement with international cooperation organizations. The flipside of being embedded is that external stakeholders often do not know if GGGI is presenting its own viewpoint or the government’s. One of the benefits of being physically located in countries is that GGGI can position itself as the go-to organization for green growth.

GGGI’s staff (country representatives and technical experts) is one of the key strengths of the organization. It is important to support and retain them, as they bring crucial expertise and network, local knowledge and relationship.

Strategic Plan and the Global Development Agenda – Alignment and Changes Required

GGGI’s Strategic Plan is supportive of the global development agenda. The process of revising the Strategic Plan is important to ensure even clearer linkages to the Paris Agreement and SDGs because the current Plan predates these recent important global developments. The Strategic Plan needs to indicate exactly where GGGI intends to contribute to the 2030 agenda.

GGGI projects have been designed in consultation with partner country governments, to a large extent, demand-driven, and the results (outputs and outcomes) contribute directly or indirectly towards 17 SDGs. However, it may be important to establish the linkage of GGGI’s work to specific SDG indicators in respective countries (which may differ from country to country). This would require further discussion by in-country teams with their respective government. GGGI is part of the national process in Colombia and Rwanda in linking green growth indicators to the SDG indicators and NDCs; however, it is not clear where GGGI’s contribution will fit in.

The WPB 2017-18 is aligned to SDGs and NDCs. The CPFs (of the three case study countries) support national commitments under SDGs and NDCs.

In addition, GGGI’s work on “bankable projects” aims to support delivery of NDCs and SDGs drawing from existing tools including Green Growth Potential Assessments (GGPA), the Green Growth Roadmaps and Strategies, and the CPFs. The linkages to SDGs and NDCs are more explicit in the proposed/revised Strategic Plan.

⁷⁸ GIS existed in various forms under different names even before the Strategic Plan.

Conclusions

During 2015 and 2016, GGGI made strong progress in the achievement of outputs contributing to the three strategic outcomes and is on track to meet most operational targets set out in the Plan. The progress has been all the more significant given the 2013/2014 crisis and its inception only five years ago. GGGI has demonstrated success in delivering the three strategic outcomes by supporting governments to develop green growth plans/policies, mobilize resources/investments and facilitating knowledge sharing. Nonetheless, it is crucial for GGGI to demonstrate results due to its work, contributing to higher level outcomes to achieve “transformational change” and to attract more funding/investments from diverse sources.

Strengthening national, sub-national and local green growth planning, financing and institutional frameworks

GGGI has made significant progress in strengthening national, sub-national and local green growth planning, financing and institutional frameworks. Specifically, GGGI has produced noteworthy results in developing green policies in most member countries. GGGI has demonstrated smart opportunism to latch onto emerging government plans and policy formulation.

The general impression is that GGGI's footprint is possibly too early and too small to make major changes to a country's green growth framework, but there has been valued contribution in limited areas. To the extent that countries are embarked on a transition to green growth, GGGI has made important contributions.

Adequate emphasis is placed by GGGI including processes and strategies to incorporate social inclusion and poverty reduction in program operations. GGGI's green growth planning⁷⁹ include an environmental and social safeguards assessment and gender analysis. The WPB 2017-2018 process incorporated guidelines on social inclusion, poverty reduction and gender aspects in the project design. GGGI's participatory approaches with indigenous people has been appreciated particularly in Colombia (in the Amazon Region).

GGGI's primary modality of being embedded in a government ministry is generally positive; however, there is a potential risk of political capture, lack of influence over other external ministries, and change in political support. GGGI should recognize the key power brokers in government and seek ways to engage with more than one ministry.

Green Investment

There is clear evidence that this strategic priority of increased green investment has been internalized across GGGI. At an aggregate level, the 2017/18 work plans demonstrate a concerted move towards investment planning, identifying and preparing bankable projects and a more overt push to shape a role in implementing national strategies.

GGGI has demonstrated significant early wins. During 2015 and 2016 GGGI helped mobilize investments of USD 236 million, predominantly in Colombia and Ethiopia. Often these investments are the result of work done in the left/middle of the value chain rather than the extreme right.

GGGI has significant ambition to increase impact through the delivery of “bankable projects,” and has built a sizeable pipeline of projects but has few unanimously accepted examples of impact so far.

⁷⁹ Green Growth Planning Guidelines – GGGI Technical Guideline No.1 p15. The guidelines provide guidance to country teams on how to support partner governments to develop Green Growth Strategy. The new projects design is guided by the PCM manual.

GGGI is now supporting a limited shortlist of priority NFVs in four countries – Rwanda, Mongolia, Vanuatu, and Jordan (which are in different stages of evolution). Given the organizational priority to deliver NFVs, GGGI needs to be more aware of the complex fiscal management in each country and the political risks and institutional issues beyond GGGI's control, which could affect delivery.

Transformational change is rarely triggered by small one-off pilot projects which GGGI has been devoting significant resources to, and GGGI is aware of the need to replicate and scale-up. Greater value and perhaps a significant comparative advantage is more obvious in creating NFVs, financial structuring and funds mobilization.

Multi-directional Knowledge Sharing

GGGI undertakes a lot of capacity building activities; however, the linkage to the country or programmatic activities is not evident. There is scope for GGGI to improve its efforts in multi-directional knowledge sharing and learning between South-South and South-North countries on green growth.

There is no systematic process in GGGI to gather lessons learned from best practices and success stories from the countries. The organization has not allocated time or resources for it. While there are multiple ways knowledge is shared in GGGI, there is no centralized knowledge sharing system or process in GGGI.

There is a lack of clarity on the strategic intent and role of Thought Leadership in enabling delivery of GGGI's key outcomes. This is understandable given the fact that TL has been only recently established, as part of the recent reorganization of GGGI. However, while there is demand in many areas, there was little clarity within the organization on the vision for its role.

While GGGI has made progress in its internal communication, there is scope to improve and be more effective. GGGI is investing on improving/developing a new website. GGGI's work in each country is appreciated and is in demand in the "space," and with stakeholders, it works with, but there is a need for communication support from HQ. In many instances, GGGI is not known outside its "circle" including beyond the division in a ministry.

Integrated Approach to Delivery of Programs

GGGI has made progress in having an integrated approach to delivery country programs. Respondents in the countries visited indicated that more work needs to be done to realize the vision of ONE GGGI in-country.

There is still some concern about the integration of GGPI and IPSD, as IPSD staff members do not report directly to the country representative and the country team is not always kept sufficiently informed on the details of the IPSD projects. Investment work should complement work done by country teams and should be relevant to government priorities. There is a need for an organizational structure, mechanism, and process to ensure coordination and communications between the GGPI and IPSD.

Country Planning Frameworks' Contribution to Strategic Plan

Limited attention has been paid to develop CPFs consistently for all member countries. Since the CPFs were introduced in 2015 there is potential for them to more consistently define GGGI's medium-term outcomes at the country level. The limited number of CPFs reviewed provided linkages between GGGI's strategic outcome and national development plans of the countries and the thematic priorities GGGI intend to address.

The CPF work is essential to ensure that the member countries are clear about GGGI's work plans. However, it is not clear that the cumulative impact of the various CPFs to date would add up to the Corporate Results Framework. Often the CPF is based on an opportunistic entry point and/or the skills and interests of the first staff appointed to the country team.

Membership Expansion and Engagement

GGGI continues to grow globally by gradually expanding its membership. While this is important to extend GGGI's impact and outreach, the pace of expansion should be determined by a rational balance between available resources and activities.

With core and ear-marked funding showing a declining trend, it is apparent that there is currently limited scope for new membership. GGGI should explore alternative models regarding working with additional countries. Expanding membership without expanding core funding will be problematic as new members will expect a certain level of service.

As per WPB 2017-2018, GGGI is carrying out projects in 14 member countries and in 10 non-member countries while there was no presence in 3 LMIC member countries (Guyana, Paraguay, and Papua New Guinea). GGGI needs to be careful that the impression is not conveyed that membership is not essential for obtaining assistance from GGGI.

Engagement with GCF, MDBs and Private Sector

GGGI has recently signed a Framework Agreement with GCF and is actively seeking opportunities to access finance. In general, the process of strategic engagement with MDBs and private sector partners has been slow. A clear strategic approach to work with MDBs and the private sector is urgently needed, preferably by updating and improving existing guidance (Partnership and Outreach Strategy, Partnership and Resource Mobilization Strategy, and Private Sector Engagement Strategy).

Resource Mobilization

GGGI clearly needs to pay greater attention to resource mobilization, including having a more effective operational strategy for resource mobilization with a concrete action plan for HQ and country level that is monitored on a regular basis with dedicated resources. The core contributions have remained stable since 2013, although it peaked during 2015. After peaking in 2014, the ear-marked funding has shown a declining trend.

GGGI's target USD 80 million by 2020 (USD 40 million core and USD 40 million ear-marked) may be a steep climb from the current level, but not impossible to achieve. However, GGGI must take stock and reconsider if it wants to grow at that pace in the next three years of its Strategic Plan and if it has the systems, structures and human resources in place for that.

With increased emphasis on resource mobilization by country teams, not all country representatives will have the profile and skill sets required. GGGI needs to do more to bridge this gap of enhancing the capacities of country representatives. The potential mismatch between corporate objectives and country opportunism carries risks which GGGI needs to acknowledge and manage.

Staff Recruitment

The drive to convert consultants into full-time staff should be positive in improving in-house competency in the short-term; but there is a risk of creating a mismatch in the in-house skill sets and future project needs. Staff are GGGI's key resource and longer term retention is key to its sustainability and impact. The current level of a turnover is a concern. GGGI needs to do more to increase diversity and create additional opportunities for women, particularly at higher levels.

Financial and Administrative Systems

After the 2014 crisis, GGGI has taken concrete steps to fix the procurement and financial systems. GGGI has also taken efforts to bring efficiencies at the governance level, thereby reducing costs. Delegation of authority on procurement decisions indicates that GGGI is moving in the right direction. There is significant improvement in disbursement rate compared to previous years; however, there are variations among divisions and the LDCs have a lower disbursement rate as compared to MICs.

Results-based Management and Project Cycle Management

GGGI has made efforts to ensure there is a strong link between the Strategic Plan, Corporate Results Framework and the Country Planning Frameworks. GGGI has made significant strides since start of 2015 in terms of RBM and PCM in planning, designing and implementing projects, monitoring and reporting and evaluation, although there is a long way to go. GGGI has integrated its policies on safeguards and gender equality into the project management cycle.

One of the key areas of improvement for GGGI is on the training aspect of RBM, PCM, safeguards, monitoring, and reporting. While few staff are well aware of the RBM due to their prior work experience with international organizations – multilaterals and bilaterals – there is a need to build capacity on RBM and results reporting. Another aspect for GGGI to keep in mind is to ensure that ERP is fully operational and utilized.

Strategic Plan

The Strategic Plan is well structured and seems to be understood by most of the staff, but clearly the CRF and the proposed additional outcomes need to be incorporated into a revised version. The mid-point is probably an ideal time to make these course corrections. The implications of these proposed changes need to be explained internally and externally.

As a young organization, GGGI is still evolving and is in the process of identifying its core value, culture, and practices and is making progress. GGGI within a short period has managed to achieve results and establish itself in the countries as trusted partners and this reflects its resilience, result-orientation, and professionalism.

The Strategic Plan is relatively short-term and it does not provide the opportunity to consider alternative business models that could lead to financial sustainability.

Alignment to Global Agenda

GGGI Strategic Plan is supportive of global agenda such as SDGs and the Paris Agreement. Increased effort is needed to link outcome indicators to the global goals. Partnerships with other organizations that are actively engaged in promoting these global goals should receive greater attention from GGGI.

Recommendations

Over-arching

Recommendation 1: GGGI should consider having a longer-term Strategic Plan.

The current Strategic Plan is linked to Agenda 2030 and the Paris Agreement that will come into effect in 2020 but only covers the period 2015 to 2020. Other international organizations in general have a long-term plan which allows them to shape international agenda and position their respective organization. Currently, GGGI is not able to position itself to influence global agenda. The Thought Leadership team could address this issue.

Recommendation 2: GGGI should consider alternative business models which will lead to long-term sustainability.

The current model of receiving donor funding for both core and ear-marked has limited scope for growth. Alternative sources of funding such as fee for service, endowments, and commissions should be explored as part of long-term business models. The overall responsibility should be with DGs with inputs from different teams.

Recommendation 3: For the next few years GGGI should consolidate as an organization.

GGGI has been through many changes within a short period of time and is still growing rapidly. New teams including GIS, thematic experts and TL must be allowed to settle and contribute to organizational goals. The new outcomes should also be integrated into the programs/projects. GGGI should be selective about starting new initiatives.

Recommendation 4: In GGGI's country operations political issues need to be better understood and potential responses clearly defined.

As GGGI's primary modality is to be embedded within the government departments, there are significant benefits as well as a constant danger that changes at political level could disrupt its work program. GGGI should acknowledge this potential risk and formulate appropriate responses – possibly by working in more than one department (where appropriate).

Recommendation 5: GGGI should align its risk appetite with its desire to innovate and encourage entrepreneurial behaviour.

GGGI's desire to innovate and be entrepreneurial creates significant corporate opportunities but also implies risks. Currently, there is limited acceptance of failure and existing processes constrain flexibility and innovation. For example, the application of output-based budgeting should be designed to allow greater flexibility in areas such as resource reallocation.

Program Performance

Recommendation 6: GGGI should define clear points of exit from projects and host ministries.

GGGI does not currently define clear exit points for many of its projects neither does it define the time of exit from host ministries. While it is recognized that GGGI staff are valued as trusted advisors they often are called upon to respond to ad hoc requests. GGGI should avoid institutional capture and ensure that all work programs have clear deliverables and timeframes.

Recommendation 7: GGGI should find ways to gain better recognition for their contribution to green growth.

GGGI's collaboration with the government is crucial but the relationship is so close that external stakeholder may not distinguish GGGI's distinct contribution. GGGI staff should be encouraged to seek formal recognition for their work through publishing reports, co-branding, awards, etc. Top management should emphasize the importance of due recognition during interactions with country teams.

Recommendation 8: GGGI should take a more active role in promoting South-South cooperation.

- a. Knowledge management should be centralized and facilitated.
- b. GGGI should ensure linkage between its HQ driven capacity building activities and country programs.
- c. GGGI should seek opportunities for peer-to-peer learning through activities such as twinning arrangement, mentoring, communities of practice and potential staff secondment.

Recommendation 9: GGGI should have organizational structure, mechanism and process to ensure coordination and communication to ensure integrated delivery.

There is still some concern about the integration of GGPI and IPSD, as IPSD staff members do not report directly to the country representative and the country team is not always kept sufficiently informed on the details of the IPSD projects. Investment work should complement work done by country teams and should be relevant to government priorities. There is a need for organizational structure, mechanism, and process to ensure coordination and communications between the GGPI and IPSD. To start with, we recommend that IPSD staff working in-country should have a direct reporting line to the country representatives.

Institutional Development

Recommendation 10: GGGI should aim to increase staff retention levels to meet or exceed industry benchmarks.

GGGI's key asset is its people. Staff turnover is high, creating obstacles to continuity and learning opportunities. GGGI should invest in training opportunities to help staff upgrade skills as well as creating clearer opportunities for advancement. As part of professional development provide for increased opportunities for rotation between country offices, as well as between country offices and HQ. Opportunities for staff recognition should also be identified.

Recommendation 11: The pace of expansion should be determined by a rational balance between available resources, contribution of member countries and activities.

A balanced approach to expansion is important including LDCs and emerging economies. It is also important to encourage co-funding when working with emerging large economies. It is important for GGGI to see which countries can deliver more impact quickly. GGGI should focus on making long lasting effects in the countries they engage with, rather than doing too little in too many countries.

Recommendation 12: GGGI must sharpen its approach to resource mobilisation.

Until relatively recently responsibility for resource mobilisation was diffuse. Progress in defining a clearer model for seeking new funding sources has been made but needs additional emphasis, resources and senior management time. GGGI should aggressively explore funding opportunities from non-traditional sources (foundations, High Net Worth Individuals and the private sector and university endowment funds, pension funds). GGGI should define a clear role for their Council in supporting fundraising efforts.

Recommendation 13: GGGI should invest in partnerships with organizations that recognize its added value and comparative advantage.

GGGI has initiated formal and informal partnerships. It has not crystalized the opportunity to collaborate systematically with specific partners, especially in GGGI's role in project preparation. For partnership to be successful, GGGI needs to clearly define its role and avoid the pitfall of being perceived as providing "free consulting". Furthermore, GGGI should leverage its status as UN observer to influence the green growth debate, at the global level and also to forge partnerships⁸⁰.

Recommendation 14: GGGI should recognize that some countries have greater potential to transition to green growth and should be given additional support and fast-track status.

In line with above recommendations regarding innovation and entrepreneurial behaviour, GGGI should recognize countries that meet the criteria for fast-track status⁸¹ and provide for additional resources through a global "challenge fund".

⁸⁰ GGGI should utilize every opportunity, such as the High Level Political Forum, or other UN meetings to advocate green growth approaches to UN representatives - these could take the form of side-events, policy briefs, individual briefings, review of draft outcome documents, sponsoring key experts to attend, participation in drafting committees, etc. An annual listing of the key events and proposed actions by GGGI should be included in the work plan and budget, along with sufficient time allocated to GGGI experts to prepare for such events.

⁸¹ The basic idea was that certain countries are "low hanging fruit" in terms of adopting green growth, so that impact can be more readily realized from these countries, rather than from laggards. There is a sound argument in allocating additional resources to these countries, while GGGI is still a relatively new organization, so that "runs on the board" can be achieved quickly. One way to facilitate this favourable allocation of resources is to create a "challenge fund" in GGGI whereby staff could make a coherent pitch for additional resources to create immediate impact. In this way, lagging countries could not complain that GGGI's core resource allocation is unfair. It would also

Recommendation 15: GGGI should strengthen its RBM with reference feedback mechanism from project monitoring and evaluation to project design.

GGGI should systematically capture lessons learned during project implementation and feed these into future project design. Periodically these lessons should be synthesized into guidance notes for project cycle management.

With increased attention to green investment and GGGI's stated intention to not go beyond financial closure, it is recommended that GGGI enters into some form of agreement with project implementing agencies on monitoring and feedback of results during and after implementation. GGGI should seek agreement from project funding bodies that staff who are involved in investment project design preparation should be allowed to participate in supervision missions and/or post-evaluation missions as part of staff capacity building.

This mechanism should be defined in GGGI's Evaluation and Monitoring policy. This may also include guidance for project, sectoral and thematic evaluations.

Strategic Plan

Recommendation 16: Mid-term revision of Strategic Plan is supported.

Some of the areas identified for inclusion in the revision, *inter alia*, are:

- a. Incorporation of the proposed six additional outcomes;
- b. Inclusion of updated CRF and grandfathering of earlier CPFs and project log frames and reflecting proposed linkage to proposed outcomes in the preparation of the next WPB;
- c. Intended role of Thought Leadership;
- d. Impact statement to reflect global ambition as in vision (beyond member countries);
- e. Strengthen direction/clarity on partnership; and
- f. Differentiation⁸² of various aspects of implementation.

provide additional incentive for staff (who would gain kudos from the quick wins) and for member countries that are looking for immediate implementation.

⁸² The evaluation team understands that GGGI does not do implementation, especially "the implementation of bankable projects" – depicted in the right end of the Green Value Chain. However, GGGI supports other types of implementation which belong to the left and/or middle of the value chain. Here GGGI is and should be involved in implementation. This is what we meant by differentiation of various aspects – i.e. implementation at left, centre and right of the Value Chain. There is a need for a clear guidance/definition of implementation on policy projects vs. investment (bankable) projects – in terms of how far does GGGI go.

GGGI Management Response

Independent evaluation of GGGI progress against the strategic plan 2015-2020

Final recommendations and management response

Over-arching

1. GGGI should consider having a longer-term Strategic Plan.

The current Strategic Plan is linked to Agenda 2030 and the Paris Agreement that will come into effect in 2020 but only covers the period 2015 to 2020. Other international organizations in general have a long term plan which allows them to shape international agenda and position of their respective organization. Currently, GGGI is not able to position itself to influence global agenda. The Thought Leadership team could address this issue.

Management response:

Agree.

1.1 As part of the mid-term strategic review process, GGGI is updating its Strategic Plan and Corporate Results Framework (CRF) with 2030 targets against the revised strategic outcomes, to demonstrate GGGI's longer term contribution in line with Agenda 2030.

The potential to adopt a longer term Strategic Planning timeframe or develop a 'Vision' document will be assessed.

Timeline: End 2019.

2. GGGI should consider alternative business models which will lead to long-term sustainability.

The current model of receiving donor funding for both core and ear-marked has limited scope for growth. Alternative sources of funding such as fee for service, endowments, and commissions should be explored as part of long-term business models. The overall responsibility should be with DGs with inputs from different teams.

Management response:

Agree.

2.1 GGGI's management recognizes this issue and has been exploring alternative models of funding.

GGGI is currently ramping up its ear-marked resource mobilization efforts with a central role for country teams in mobilizing resources to deliver the Country Planning Frameworks (CPFs).

GGGI will hold further consultations with relevant partners and stakeholders and develop a clear strategy for moving toward a more sustainable funding model, incorporating alternative sources of financing.

Timeline: April 2018.

3. For the next few years GGGI should consolidate as an organization.

GGGI has been through many changes within a short period of time and is still growing rapidly. New teams including GIS, thematic experts and TL must be allowed to settle and contribute to organizational goals. The new outcomes should also be integrated into the programs/projects. GGGI should be selective about starting new initiatives.

Management response:

Agree.

3.1 GGGI management is aware that the organization should be consolidating. It will focus on the implementation of the current Strategic Plan until the end of 2020 and consolidate the organizational structure and planned programmatic and non-programmatic work.

At the same time, it must be recognized that GGGI's work is 'demand driven', and the organization must remain adaptable to changes in the operating context.

Timeline: End 2020 (Strategic Plan timeframe).

4. In GGGI's country operations political issues need to be better understood and potential responses clearly defined.

As GGGI's primary modality is to be embedded within the government departments, there are significant benefits as well as a constant danger that changes at the political level could disrupt its work program. GGGI should acknowledge this potential risk and formulate appropriate responses.

Management response:

Agree.

4.1 We are very much aware of the risk of disruption to our country programs from political change. Thus far, changes in government have not affected the continuation of our work in country. We have so far dealt with political risk by having a broad and deep engagement with government partners, and our partners view this as a strength. We will continue to focus on gaining support across different Ministries to mitigate the risk.

Political risk is assessed in our project logframes, but more focused attention should be applied to this.

Country political context is also now assessed in-depth in the Country Planning Frameworks.

Timeline: End 2017.

5. GGGI should align its risk appetite with its desire to innovate and encourage entrepreneurial behaviour.

GGGI's desire to innovate and be entrepreneurial creates significant corporate opportunities but also implies risks. Currently, there is limited acceptance of failure and existing processes constrain flexibility and innovation. For example, the application of output-based budgeting should be designed to allow greater flexibility in areas such as resource reallocation.

Management response:

Agree.

5.1 A working group with representatives from all divisions is currently developing proposals for a Work Program and Budget (WPB) 'revamp' with the objective of making programming in the next biennium more flexible, and allow for innovation and implementation of new ideas during the biennium.

Timeline: October 2018.

5.2 GGGI is also embarking on an organization wide Culture Change effort, with a focus on cultivating a more creative and innovative organizational culture, underpinned by the newly defined set of Core Values in the revised Strategic Plan.

Timeline: Culture Change campaign rolled out by end 2017.

Program performance

6. GGGI should define clear points of exit from projects and host ministries.

GGGI does not currently define clear exit points for many of its projects neither does it define the time of exit from host ministries. While it is recognized that GGGI staff are valued as trusted advisors they often are called upon to respond to ad hoc requests. GGGI should avoid institutional capture and ensure that all work programs have clear deliverables and timeframes.

Management response:

Agree.

6.1 GGGI's management agrees that it is important to define clear exit points from projects, and allow exit from scoping point if necessary and reallocation from projects that are not progressing as planned.

Exit points will be defined in the CPFs in a systematic manner and inform our WPB, and Project Cycle Management (PCM), and be documented, for example in the project MOU.

However, a key comparative advantage for GGGI in delivering long term impact is its embedded relationship with government. GGGI should remain flexible and responsive to needs, meaning GGGI may in certain circumstances need to remain engaged beyond the point of exit to ensure that the project is implemented.

Thus far, there are a few examples of phasing out in UMICs where GGGI has achieved its objectives and strengthened capacity. Some of these countries graduate to self-funding programs and funding other countries. This model should be replicated.

There are also good examples where GGGI has moved across different host ministries and level of government. In India, GGGI moved from working at the State level to the Federal level. In China, GGGI moved from working at the State level to the Ministry of Environment, and is now working with the National Development and Reform Commission (NDRC) with respect to knowledge sharing.

Timeline: End 2017.

7. GGGI should find ways to gain better recognition for their contribution to green growth.

GGGI's collaboration with the government is crucial but the relationship is so close that external stakeholder may not distinguish GGGI's distinct contribution. GGGI staff should be encouraged to seek formal recognition for their work through publishing reports, co-branding, awards, etc. Top management should emphasize the importance of due recognition during interactions with country teams.

Management response:

Agree.

7.1 GGGI will explore options available to the organization to gain better recognition for its contributions to green growth. The Office of Thought Leadership team (TL), the Investment and Policy Solutions Division (IPSD), and Green Growth Planning and Implementation (GGPI) will develop publications and promotional materials on our work in coordination with GGGI's Communications unit, and build a stronger evidence base for the green growth approach.

Timeline: Progress update by end 2017, and end 2018.

7.2 In many instances, GGGI receives letters and public statements from Ministers appreciating its work. A greater effort must be made to document, publicize and circulate this recognition.

GGGI's Communications Strategy addresses these issues and they will be further explored through discussions and capacity building with country staff.

Timeline: End 2018.

8. GGGI should take a more active role in promoting South-South cooperation.

- a. The knowledge management should be centralized and facilitated.
- b. GGGI should ensure linkage between its HQ driven capacity building activities and country programs
- c. GGGI should seek opportunities for peer-to-peer learning through activities such as twinning arrangement, mentoring, communities of practice and potential staff secondment.

Management response:

Agree.

8.1 GGGI is making progress in improving South-South cooperation, and will continue to work on this. A large number of activities are happening at country level that would benefit from better documentation and presentation. TL will facilitate knowledge management at a central level. South-South cooperation can be integrated better in GGGI's work programs and communities of practice are being developed at sectoral level.

Timeline: End 2018.

8.2 GGGI management will explore the possibility of a secondment program.

GGGI currently has an intern exchange programs in place with KEPCO – and management is working on extending to further programs.

Timeline: End 2017.

9. GGGI should have organizational structure, mechanism and process to ensure coordination and communication to ensure integrated delivery.

There is still some concern about the integration of GGPI and IPSD, as IPSD staff members do not report directly to the country representative and the country team is not always kept sufficiently informed on the details of the IPSD projects. Investment work should complement the work done by country teams and should be relevant to government priorities. There is a need for organizational structure, mechanism, and process to ensure coordination and communications between the GGPI and IPSD. We recommend that IPSD staff in-country should have a direct reporting line to the country representatives.

Management response:

Agree.

9.1 GGGI has made progress on integration and continually strives to improve integration efforts further. Management has instituted new integration meetings after the three external reviews and the internal mid-term review. Project Idea review meetings create a space where new project ideas for Green Investment Solutions (GIS) to work on towards bankability are reviewed together with GGPI. Sector Review meetings are held to align GGPI and IPSD teams on thematic area work in countries, and ensure that policy work supports investment work on existing meetings.

These new efforts are in addition to the already ongoing monthly catch-up with Heads of Programs on the list of priority bankable projects, NFVs and financial instruments for the year and regular country-calls. GGGI is also in the process of developing a joint list of projects and project pipeline. Management is working toward implementation of joint outputs and KPIs and a budgetary system that supports an integrated approach.

The Management Team has discussed the issue of IPSD in-country staff reporting lines and reached a decision that in-country staff will have a dual reporting line, with a direct reporting to the relevant Thematic Lead and Head of GIS, and a direct line of reporting to the Country Representative. It was deemed that a dual reporting arrangement is most conducive to integration as it offers the staff in question specialized supervision in terms of in-depth sector knowledge, and the structure and design of investments, while allowing for flexibility in GIS resource allocation.

Timeline: End 2017.

Institutional development

10. GGGI should aim to increase staff retention levels to meet or exceed industry benchmarks.

GGGI's key asset is its people. Staff turnover is high, creating obstacles to continuity and learning opportunities. GGGI should invest in training opportunities to help staff upgrade skills as well as creating clearer opportunities for advancement. As part of professional development, provide for increased opportunities for rotation between country offices, as well as between country offices and HQ. Opportunities for staff recognition should also be identified.

Management response:

Agree.

10.1 It is important for GGGI to reach industry benchmarks on retention. The Management Team is keenly aware of this and is moving forward with several initiatives to improve staff engagement. These include staff engagement surveys and related action plans, an improved performance management process, staff awards training programs, management development programs, and a staff rotation system.

Timeline: End 2017.

11. The pace of expansion should be determined by a rational balance between available resources, contribution of member countries and activities.

A balanced approach to expansion is important, including for LDCs and emerging economies. It is also important to encourage co-funding when working with emerging large economies. It is important for GGGI to see which countries can deliver more impact quickly. GGGI should focus on making long lasting effects in the countries they engage with, rather than doing too little in too many countries.

Management response:

Agree.

11.1 It is important to distinguish the issue of expansion of programs from the issue of Membership expansion. Any UN Member State can become a GGGI Member. GGGI management recognized that many countries would like to join the organization, and in each case, GGGI assesses the appropriate contribution and/or service model.

Through our LDC expansion plan we are looking at alternative models of providing services to countries to setting up a country office. The WPB 2017-18 and related Planning Direction indicate a clear intent to move away from allocating core funding to non-Member Middle Income Countries (MICs), except in the case of strong South-South cooperation programs where Membership discussions are progressing. In the case of MIC programs, agreements should be made on graduation to a co-funding path.

Timeline: April 2018.

12. GGGI must sharpen its approach to resource mobilisation.

Until relatively recently, responsibility for resource mobilisation was diffuse. Progress in defining a clearer model for seeking new funding sources has been made but needs additional emphasis, resources and senior management time. GGGI should aggressively explore funding opportunities from non-traditional sources (foundations, High Net Worth Individuals and the private sector and university endowment funds, pension funds). GGGI should define a clear role for their Council in supporting fundraising efforts.

Management response:

Agree.

12.1 GGGI has started to work on strengthening resource mobilization efforts, particularly in relation to increasing and strengthening ear-marked funding efforts.

Until recently, the Office of the Director General (ODG) was running all resource mobilization activities from the headquarters. GGGI is now moving to a more decentralized model of resource mobilization, with country teams responsible for resource mobilization efforts to deliver their CPFs. ODG will support resource mobilization efforts through coordination and capacity building.

GGGI has not sought funding from private sector and HNIs in the past, therefore the organization is not currently geared in that direction. Management recognizes the need to explore alternative sources of funding and have already started to assess opportunities. GGGI will develop an approach to targeting private sector funding going forward, with careful consideration of conflicts of interests.

Timeline: Table Resource Mobilization Action Plan by April 2018.

13. GGGI should invest in partnerships with organizations that recognize its added value and comparative advantage.

GGGI has initiated formal and informal partnerships. It has not crystalized the opportunity to collaborate systematically with specific partners, especially in GGGI's role in project preparation. For partnership to be successful GGGI needs to clearly define its role and avoid the pitfall of being perceived as providing "free consulting". Furthermore, GGGI should leverage its status as UN observer to influence the green growth debate, at the global level and also to forge partnerships.

Management response:

Agree.

13.1 The Management Team agrees that GGGI must improve efforts to obtain co-funding or payment for services. This is closely linked to the drive to increase ear-marked funding. In cases where GGGI is the preferred provider of services relating to green growth, countries should fund or co-fund depending on their level of resources.

However, it must be recognized that GGGI is not equivalent to a consulting firm. As an international organization, it is important to remain neutral and independent.

Timeline: Table Resource Mobilization Action Plan by April 2018.

13.2 Thus far, GGGI's Observer Status has enabled participation. GGGI has a presence at the Conference Of the Parties (COP) every year, and has sponsored initiatives at the World Economic Forum (WEF) and Davos.

GGGI is making a conscious effort to influence the green growth debate through a Climate diplomacy initiative, and initial work with Article 6. TL will be tasked with developing a body of evidence on green growth stories to stimulate discussion.

GGGI will utilize every opportunity, such as the High-Level Political Forum, or other UN meetings to advocate green growth approaches to UN representatives. These could take the form of side-events, policy briefs, individual briefings, participation in drafting committees and other such high profile opportunities.

An annual listing of the key events and proposed contribution by GGGI will be kept up to date in the annual event calendar and posted on the website.

Timeline: January 2018.

14. GGGI should recognize that some countries have greater potential to transition to green growth and should be given additional support and fast-track status.

In line with above recommendations regarding innovation and entrepreneurial behaviour, GGGI should recognize countries that meet the criteria for fast-track status and provide for additional resources through a global "challenge fund".

Management response:

Agree.

14.1 GGGI's management recognizes that in cases where countries are leaders in green growth the organization could enter at the 'right hand side' of the value chain.

There is a sound argument in allocating additional resources to countries with strong commitment to green growth, while GGGI will continue to engage with all Member countries and countries of operation.

There is a strong interest to further explore the "Challenge fund" concept, whereby GGGI could make additional resources available for 'fast track' countries. In this way, lagging countries could see such additionality as an incentive to expedite their green growth agendas and Member countries that are ready for immediate implementation of priority green growth activities can access resources.

Timeline: April 2018.

15. GGGI should strengthen its RBM with reference feedback mechanism from project monitoring and evaluation to project design.

GGGI should systematically capture lessons learned during project implementation and feed these into future project design. Periodically these lessons should be synthesized into guidance notes for project cycle management.

With increased attention to green investment and GGGI's stated intention to not go beyond financial closure it is recommended that GGGI enters into some form of agreement with project implementing agencies on monitoring and feedback of results during and after implementation. GGGI should seek agreement from project funding bodies that staff who are involved in investment project design preparation should be allowed to participate in supervision missions and/or post-evaluation missions as part of staff capacity building.

This mechanism should be defined in GGGI's Evaluation and Monitoring policy. This may also include guidance for project, sectoral and thematic evaluations.

Management response:

Agree.

15.1 GGGI's PCM Manual sets out the mandatory internal processes, quality standards and responsibilities for managing projects throughout each stage of the life cycle. Implementation and review of projects is also governed by procedures in the PCM Manual relating to the monitoring, evaluation and reporting for all projects.

GGGI is in the process of preparing an Evaluation Policy outlining our proposed approach to key issues such as governance arrangements, principles and standards, the types of evaluation products/services and implementation approaches, publishing and communication activities and mechanisms to facilitate the implementation of recommendations.

Timeline: End 2017.

15.2 The recommendation to include a mechanism for monitoring and feedback of results of green investment beyond financial closure will be considered and management will undertake scoping analysis for a mechanism.

Timeline: April 2018.

Strategic Plan

16. Mid-term revision of Strategic Plan is recommended.

Some of the areas identified for inclusion in the revision, *inter alia*, are:

- a. Incorporation of the proposed six additional outcomes;
- b. Inclusion of updated CRF and grandfathering of earlier CRF and existing project log frames;
- c. Intended role of TL;
- d. Impact statement reflects global ambition as in vision (beyond member countries);
- e. Strengthen direction/clarity on partnership; and
- f. Differentiation of various aspects of implementation..

Management response:

Agree.

16.1 In the first draft revised Strategic Plan: six updated strategic outcomes have been included, the intended role of TL has been described and the direction and clarity on Strategic Engagement and partnerships has been strengthened.

An updated CRF will be developed over the coming months and included in the final version of the revised Strategic Plan. Management agrees that the earlier CRF and existing project log frames should be grandfathered.

The revision of the Impact Statement to reflect global ambition beyond Member countries makes sense and will be considered.

The Strategic Plan will include a clearer definition of GGGI's role in implementation on policy projects vs. investment (bankable) projects in the next revision of the Strategic Plan.

Timeline: October 2017.



Jordan, Amman

Annexes

Annex 1: List of Stakeholders Consulted

A. GGGI Headquarters, Seoul (April 3 – 7, 2017)

1. Frank Rijsberman	Director General
2. Robert Dawson	Deputy Director General - Head of OED Division
3. Warin Nitipaisalkul	Head of Impact and Evaluation Unit (IEU)
4. Sivabalan Muthusamy	Head of Finance and procurement services and Deputy Head of Division
5. Lasse Ringius	Head of Green Investment Service (GIS) and Deputy Head of Division IPSD
6. Stella Lee	Project Manager - Project Design and Preparation
7. Peter Vos	Water Sector Lead
8. Jahan-zeb Chowdhury	Special Adviser
9. Carol Litwin	Energy Sector Lead
10. Karolien Casear-Diaz	Head of Program Development
11. Srabani Roy	Head of Programs - Asia and the Pacific
12. Mahua Acharya	Assistant Director General and Head of Division IPSD
13. Nirmal Sinha	Head of Human Resource Services
14. Inhee Chung	Sustainability Management and Safeguards
15. Margaret Kim	Strategy/Integration Officer
16. Juhern Kim	Sustainable Landscape Sector Lead
17. Dereje Senshaw	Research and Analysis
18. Orestes Anastasia	Deputy Head, Office of Thought Leadership and Head of Knowledge Sharing
19. Jan Stelter	Project Manager - GGPA
20. Chiden Balmes	Project Officer
21. Da Yeon Choi	IPSD Portfolio Management
22. Dexippos Agourides	Head of Programs - Africa and the Middle East
23. Anna van Paddenburg	Country Representative - Indonesia
24. Per Bertilsson	Assistant Director General and Head of Division GGPI
25. James Sheppard	Head of Partnership Unit
26. Masahide Yamaguchi	Project Manager NFVs
27. Chiwon Oh	OIC of Head of Technology Services
28. Rain Ampil	ERP Specialist
29. Delenia Mclver	Head of Legal Services
30. Jon Lyons	Country Representative - Mongolia
31. Chanho Park (by Skype)	Head of Programs - Large Emerging Economies
32. Jason Lee (by Skype)	Country Representative - Lao PDR

B. Rwanda Mission (April 18-22, 2017)

I. GGGI	
Innocent Kabenga	Country Representative
Daniel Okechukwu Ogbonnaya	Rwanda Country Program Lead Coordinator and Program Manager
Franco Kamanzi	Rwanda Program Officer
Jean Pierre	Urbanization Officer
Alex Mulisa	FONERWA Coordinator (GGGI staff)
Vincent Guinaudeu	GIS Specialist IPSD – GGGI Consultant
Dhiraj Reddy	Green Building Expert, GGP&I – GGGI Consultant
II. External Stakeholders	
Eudes Kayumba	Managing Director, Landmark Architects
Catherine Kalisa	National Technical Advisor, UN-Habitat
Faustin Munyazikwiye	Director of Climate Change, REMA
George Munyaneza	Rwanda Urban Development Program Coordinator, MININFRA
Harouna Nshimiyimana	Division Manager, Housing Regulations and Standards, Rwanda Housing Authority
Yves Sangwa	CEO Rwanda Green Building Organization
Didier G. Sagashya	Executive Secretary, City of Kigali
Hanane Hafraoui	Climate Change Advisor, DFID
Simon Rolland	Country Project Manager, GIZ
Karin Heijmen	Program Advisor EnDev/EPRM, Netherlands Enterprise Agency

C. Philippines Mission (April 24 – 28, 2017)

I. Manila	
HyoYoul Kim	Country Representative , GGGI
Rhoel Bernardo	CRGG Project Lead , GGGI
Marah Garcia	Program Integration Associate, GGGI
Marlene Vinluan	PSF Project Lead , GGGI
Maricor Muzones	NEDA Project Lead, GGGI
Reby Orbista	Finance Officer, GGGI
Alexis Lapiz	Climate Change Commission
Lydia Guevarra	Department of Trade and Industry
Jerry Clavesillas	Department of Trade and Industry
II. Palawan	
Roldan Parangue	National Commission on Indigenous People
Ninfa Rubio	Provincial Planning and Development Office
Filbert Paduga	Provincial Planning and Development Office
Rafael Balcueba	Provincial Planning and Development Office
Eden Aniar	Provincial Planning and Development Office
Haldie Mendoza	Provincial Agriculture Office
Donnabelle Edep	Provincial Planning and Development Office
Sharlene Vilches	Provincial Planning and Development Office
Abigail Ablana	Provincial Social Welfare and Development Office
James Inawasan	Municipal Administrator, San Vicente
Ian Echares	Municipal Environment and Natural Resources Office, San Vicente
III. Oriental Mindoro	
Alfonso Umali	Governor, Oriental Mindoro Province
Nelson Melgar	Provincial Administrator
Lydia Melgar	Provincial Planning and Development Office
Effren Garcellano	Office of the Governor
Olivia Palomaria	Office of the Governor
Zarah Magboo	Provincial Social Welfare and Development Office
Orlando Tizon	Provincial Tourism, Investment and Enterprise Development Office
Elsa Alberto	Provincial Health Office
Vinscent Gahol	Disaster Risk and Reduction Management Division, Office of the Governor
Ma. Fe De Leon	Office of the Governor
Ana Delos Reyes	Provincial Legal Office
Marilyn Alcanices	Provincial Agriculture Office
Lily May Lim	Provincial Environment and Natural Resources Office
Ernanie Decena	Provincial Planning and Development Office
Patria Cadacio	Provincial Planning and Development Office
Pepe Nebril	CRGG Implementation Officer, GGGI

D. Jordan Mission (April 24 – 28, 2017)

Ahmed Al Amra	GGGI Country Representative
Zein Al Majed	GGGI - Project Officer
Batir Wardam	Climate Change Advisor, GIZ
Shada Sharif	Innovation Lead - Advisory Manager and former USAID representative
Omar Abu Eid	Energy, Environment & Climate Change Programme Manager - Operations Section, EU
Mr. Majed Hasanat	National Project Director, Mainstreaming Biodiversity Conservation in Tourism sector development in Jordan, UNEP
Lina Mobaydeen	Head of Project Development Division, Ministry of Energy
Mutasim Kilani	Director of Sustainable Development, Ministry of Environment
Khaled Saudi	Head of Green Building Section
Hana Shihabi	Director of Jordan Environment Fund
Dr.Jihad Al Sawair	Director of Green Economy Unit

E. Colombia Mission (May 1 – 5, 2017)

I. GGGI	
Carolina Jaramillo	GGGI Colombia Country Representative
Andrea Escobar	GGGI Operations Manager
Jose Manuel Sandoval	GGGI Senior Advisor - Green Growth Mission
Monica Parra	GGGI Advisor - Green Growth Mission
Camilo Ortega	GGGI Senior Land Use Advisor
Javier Ortiz	GGGI Land Use Advisor
Juan Andes Lopez-Silva	Former GGGI Consultant (by Skype)
II. External Stakeholders	
Pablo Abba Vieira Samper	Presidential Office – Coordinator for Accession to OECD
Nelson Lozano	Coordinator of Environmental Sustainability and Climate Change Group – Ministry of Agriculture
Claudia Vasquez	Director, International Relations Ministry
Diana Vargas	Advisor REDD+ Strategy, Ministry of Environment and Sustainable Development (MOESD)
Jose Yuvis	Amazon Vision Coordinator
Ivan Valencia	Coordinator Low Carbon Strategy, MOESD
Alejandra Sanchez	Officer National Planning Agency
Luz Marina Mantilla Cardenas	Director General, Amazon Research Institute
Luis Canas	Specialist Education and Participation Division, MOESD
Hernando Jose Gomez	Director Green Growth Mission, National Planning Agency
Alberto Galan	Executive Director Patrimonio Natural
Gloria Andrea Calderon Pena	Inter-Institutional Relations Advisor, Presidential Agency for International Cooperation
Helena Garcia	Secretary General, Colombia Private Competiveness Council
Dario Hildago	World Resources Institute
Franka Braun	Senior Climate Finance Specialist, World Bank
Roberto Maro Esmeral Berrio	Specialist Climate Change and Sustainable Development, IDB
Paola Andrea Garcia	UN REDD Coordinator
Elise Christensen	Counsellor Climate Change and Forest, Norway Embassy
Rhena Hoffman	REDD Coordinator, GIZ

F. Contributing Members (by Skype)

Vik Vedis	Senior Advisor, Norwegian Ministry of Climate Change and Environment
Jogn-Erik Prydez	Senior Advisor, Norwegian Ministry of Climate Change and Environment
Jesper Segelcke Thomsen	Chief Advisor, Ministry of Foreign Affairs, Denmark
Sally Truong	DFAT, Australia
Nam Hyuk Kim	Director, Green Economy & Environmental Diplomacy Division, Ministry of Foreign Affairs, Republic of Korea
Sam Fell	DFID, UK
DK Danish Appraisal team	Two meetings by Skype

G. Vanuatu (by Skype)

Katerina Syngellakis	GGGI Regional Representative for the Pacific Office, Fiji
Paul Kaun	GGGI Senior Program Officer, Vanuatu
Chris Simelum	Principal Scientific Officer and Acting Director, Department of Energy, Ministry of Climate Change Adaptation, Meteo, Geohazard, Natural Disasters, Energy and Environment
Wycliff Bakeo	Dept. of Strategic Planning, Policy and Aid Coordination
Gregoire Nimbtik	Director, Department of Strategic Planning, Policy and Aid Coordination
Thomas Jensen	Energy and Environment Specialist United Nations Development Programme, Fiji

Annex 2: List of Documents Reviewed

Corporate
- GGGI Strategic Plan 2015-2020 – Accelerating the Transition to a New Model of Growth
- GGGI Corporate Results Framework 2015 -20
- GGGI Organization Structure, January 2017
- GGGI Annual Report 2015
- GGGI Thematic Strategies, Feb 2017
- WPB 2015-16 and Value Chain Annex, October 2014
- WPB 2015-16 Revised November 2015
- WPB 2015-16 Supplementary Budget Request, February 2015
- WPB 2015-16 Supplementary Budget Request, July 2015
- Revised WPB 2015-16, October 2015
- WPB 2017-18 with Annexes 1 to 5, September 2016
- GGGI Gender Equality Strategy, January 2016
- Pro-Poor Inclusive Green Growth – Operational Guide, June 2016
- Sustainability and Safeguards Policy, November 2014
- GGGI Partnership and Resource Mobilization Strategy, July 2016
- Development of a Partnership and Outreach Strategy, November 2015
- GGGI - Project Cycle Management Manual (version 1.0), January 2017
- GGGI - Private Sector Engagement Plan: Mobilizing the Private Sector to Scale up Green Growth, June 2016
- GGGI - Bridging the Policy and Investment Gap for Payment for Ecosystem Services, 2016
- GGGI - “Sustainable Landscapes” Priority Areas, 2016
- GGG Results Report 2016 – Performance against the Corporate Results Framework, April 2017
- DG’s Progress Report to MPSC, April 2017
- Interim Update on GGGI DG “Action Plan”, November 2016
- DG Progress Report, September 2016
- DG Progress Report, November 2015
- DG Progress Report, July 2015
- GGGI Management Response to Second Joint Donor Review 2013 of GGGI, November 2013
- Final Joint Donor Review of the Global Green Growth Institute, October 2015
- Draft Conclusions and Recommendations – Danish Appraisal, April-May 2017
- Appraisal of Danish core contribution to Global Green Growth Institute 2014 – 2016
- DFID Annual Review , June 2015
- DFID Annual Review, June 2016
- GGGI Presentation at Annual Meeting, March 2017
- GIS – Annual Performance Review 2016-17, March 2017
- GGGI and Green Finance, March 2017
- National Financing Vehicles Results Report 2016
- National Financing Vehicles Scoping Report 2016
- Supporting Frontline Teams to Demonstrate Green Growth Impact – A 3-year Plan from IEU, December 2016
- Presentation on RBM in GGGI, April 2017
- Overview of GGGI Programmatic Cycle
- LDC Expansion Plan, March 2017
- Mid-term Strategic Review of GGGI Strategic Plan 2015-2020 – Approach and Work Plan, December 2016
- Mid-term Strategic Review Draft Report, March 2017

Colombia

- Log frames of Colombia (Amazon Vision & Green Growth Strategy)
- Colombia Country Planning Framework 2016 – 2020
- Joint Declaration of Intent, November 30, 2015
- Colombia's Low Deforestation Development Vision for the Amazon, October 2013
- REDD for Early Movers Programme (REM) Agreement Summary, December 2015
- Mid-term Progress Report Colombia – Forest Carbon Partnership Facility (FCPF), January 2017
- Green Growth in Colombia – National Planning Department, September 2016
- Green Growth Potential Assessment of Colombia – Executive Summary
- Green Growth Mission Concept Note – National Planning Department, January 2017
- GGGI Colombia: Project Results Report 2016 – Amazon Vision
- End-of-Year Results Report 2015 – Amazon Vision
- End-of-Year Results Report 2015 – Implementation of Colombia Green Growth Strategy
- End-of-Year Results Report 2016 – Amazon Vision
- End-of-Year Results Report 2016 – Green Growth Planning
- GGGI Colombia Results Report 2016 – Implementation of Colombia Green Growth Strategy
- Colombia-IPSD De-risking project results report 2016
- Macro-economic analysis and assessment of potential green growth in Colombia, 2017
- Green Growth Mission – Draft Concept Note, January 2016
- Green Growth Task Force Brochure

Jordan

- GGGI, 2015, Jordan End-of-Year Results Report 2015
- GGGI, 2016, Jordan End-of-Year Results Report 2015
- GGGI, 2012, Proposal for a project component (Jordan) within the BMU project "National Green Growth Plan for Ethiopia and Three Other Countries"
- Jordan Investment Board, 2015, Jordan Renewable Energy Investment Opportunities. Presentation
- Vivid Economics, 2013, Study of mechanisms to incentivize the financial sector to scale up financing of green investment in Jordan
- GGGI, Feb 2017, Summary Presentation in PPT, Jordan: The National Green Growth Plan for Jordan
- GGGI, March 2017, Sector Assessment and Bankable Project Identification in Jordan
- GGGI, October 2016, National Financing Vehicle (NFV) Design, Jordan Environmental Fund (JEF)

Philippines

- End-of-year Results Report 2016 – Climate Resilient Green Growth (CRGG)
- GGGI - Climate Resilient Green Growth Planning Framework, 2015
- End-of-year Results Report 2015 – Climate Resilient Green Growth (CRGG)
- End-of-year Results Report 2016 – Ecotown Scale-up – CRGG Planning at the Provincial Level
- End-of-year Results Report 2015 – Ecotown Scale-up – CRGG
- End-of-year Results Report 2016 – Technical Support to NEDA on Developing the National Guideline for Mainstreaming Green Growth
- End-of-year Results Report 2016 - Technical Support to the Climate Change Commission (CCC) on the Operationalization of the People's Survival Fund (PSF)
- Framework for CRGG Planning at the Sub-national level (presentation) – Young Sung Kim, GGGI, September 2015
- GGGI-NEDA – Project on Mainstreaming Green Growth in Development Planning Processes of the Philippines – Draft Project Implementation Plan (version1), December 2016
- Assessment Report - Mainstreaming Green Growth in Development Planning Processes of the Philippines
- GGGI – Rapid Assessment Report: People's Survival Fund
- GGGI – Scoping Report (Component 1, 2 and 3): People's Survival Fund
- People's Survival Fund Support Project Report, December 2016
- Log frames – 2015-16 of CRGG, Ecotown Scale-up, Technical Support to NEDA, and Technical Support to PSF

Rwanda

- Log frames of Rwanda (FONWERWA & Green Cities) as well as 2015 Progress Report
- Rwanda Country Planning Framework 2016-2020
- Green Growth and Climate Resilience – National Strategy for Climate Change and Low Carbon Development, Republic of Rwanda, October 2011
- GGGI Rwanda: Project Results Report 2016 – Climate Resilient Green Cities
- End-of-Year Results Report 2016 – Climate Resilient Green Cities
- End-of-Year Results Report 2015 – Climate Resilient Green Cities
- GGGI Rwanda: Project Results Report 2016 – FONERWA
- End-of-Year Results Report 2016 - FONERWA
- Audit of the Rwanda Country Program and Country Office, Office of Internal Audit and Integrity GGGI, December 2016
- Rwanda Climate Resilient Green City Program – Official Launch of the National Roadmap for Green Secondary Cities (presentation), May 10, 2016
- Draft FONERWA Business Plan (version 7)
- Rwanda Developing Rwandan Secondary Cities as Model Green Cities with Green Opportunities – Report 1: Preliminary Analysis and Diagnosis, March 2015
- Rwanda Developing Rwandan Secondary Cities as Model Green Cities with Green Opportunities – Report 2: Green City Framework and Guidelines, March 2015
- National Roadmap for Secondary City Development, December 2015
- National Roadmap for Secondary Cities, Development Outreach Report, July 2016
- GGGI - Rwanda Fact Sheet, 2016
- UNDP (2010), Operationalising the National Fund for Environment in Rwanda

Vanuatu

- Vanuatu CPF Executive Summary, December 2016
- Vanuatu CPF, Draft May 2017
- Log frame Energy Reform Vanuatu 2015-16
- End-of-Year Results Report 2016 – Vanuatu Green and Inclusive Energy Reform
- End-of-Year Results Report 2015 – Vanuatu Green and Inclusive Energy Reform
- Castalia Strategic Advisors - Final Report: Designing a National Energy Fund for Vanuatu, February 2016
- Establishing a Green Energy Financing Mechanism – Summary Paper for Input into the NERM
- Minister's Official Remarks – Launch of Updated NERM, October 18, 2016
- Report on Regional Capacity Development Workshop – Energy Planning and NDC Implementation Summary Report, November 2016
- Final Report – Vanuatu Tourism and Renewables Market Assessment and Business Model Development, December 2016
- GGGI – Energy Efficiency Policy and Target Recommendations for Vanuatu – Draft Recommendations, February 2016

Others

- GGGI, 2016, Mongolia Factsheet on Water
- 2030 WRG, 2015, 2030 WRG's Mongolia Program Update
- GGGI, April 2017, Project concept note access to clean energy (ACE) fund for off-grid energy sector in India
- GGGI, April 2017, Palm Oil Mill Effluent, Investment Teaser
- GGGI and Gerege Partners LLC, March 2017, Business Model and Business Plan of the Mongolian Green Credit Fund
- GGGI, April 2017, NDC Alliance, Internal Overview Presentation
- GGGI, 2016, Financing NDCs, End-of-Year Results Report 2016
- Green Growth Best (GGBP) Initiative, 2015, Green Growth in Practice Lessons from Country Experiences
- Thailand Draft CPF, March 2017

Annex 3: Approach and Methodology

Approach

The evaluation used a collaborative and participatory approach. The approach was also results/outcome-oriented and utilization-focussed. The evaluation was conducted by an independent three-member team consisting of a Team Leader and Institutional Development Expert, a Green Growth Policy Expert and a Green Growth Investment Expert⁸³.

Overall, the approach assessed the progress made by GGGI during the period 2015-2016, in delivering the results and priorities set out in the Strategic Plan and provide recommendations to inform revisions needed to the Strategic Plan and the implementation of the WPB 2017-18.

As envisaged in the TOR, the evaluation approach addressed three key questions and respective indicative issues pertaining to three areas – program performance, institutional development and the strategic plan (refer Table 1 in the report). The approach covered aspects of relevance, efficiency, and effectiveness. Additionally, the evaluation examined critical factors that enable or hinder effective achievement of intended results (outputs and outcomes) and draw lessons on the role of partnerships, networks and multi-stakeholder and financing mechanisms. The evaluation assessed institutional capacity and the potential for sustainability, in addition to reviewing structures, systems and processes, and delegation of authority.

As part of the evaluation approach, a detailed evaluation matrix has been developed. The evaluation matrix presented key areas of evaluation focus, key questions and sub-questions with data required and means of verification (sources of data and methods of data collection).

The Evaluation Advisory Group established and coordinated by the IEU, for this evaluation, reviewed and provided comments on the deliverables of the evaluation. The Group is comprised of representatives from each GGGI Divisions, as well as members of the MPSC.

Methodology

The evaluation team used a mixed-method approach, as a best practice, to collect data. The use of mixed-method approach helped to triangulate the evidence being gathered and analyzed. Data triangulation, methodological triangulation, and evaluator (analyst) triangulation were used to strengthen evaluative conclusions⁸⁴. The following methods were used to collect data and evidence.

- **Desk review** comprised of three components – GGGI project and corporate and global/country documents review, data review and relevant literature review. A comprehensive **review of documents** was carried out. Key documents reviewed includes: corporate documents, program/project documents (including log frame, project proposals, results reports, and country planning frameworks), strategies, review reports, and national policies/strategies among others. The team also collected **data** on progress made on results (against plan/target), monitoring data, budget and financial information and also secondary data in a systematic manner for analysis. Relevant **literature** was also reviewed, which helped to compare and draw on lessons. The desk review was an ongoing process during the assignment and started with an initial review of documents which facilitated preparation of the inception report and continued into an in-depth review subsequently.
- **Key informant interviews** – Interviews and consultations were carried out in person during the visit to GGGI headquarters and the five selected countries. Additional telephone or Skype interviews were conducted for follow-up and also reach out to stakeholders/partners not available in places where the team members traveled. Key groups of stakeholders interviewed include (see below):

	At Global Level	At Country Level
In person	<ul style="list-style-type: none"> - GGGI headquarters staff (at various divisions/units) - Representatives of the Global Programs (NDCs and NFVs) in London - Key Council members - Key knowledge partners (New Climate Economy, CDKN, etc.) 	<ul style="list-style-type: none"> - GGGI country team - Relevant government officials - Relevant private sector representatives - Relevant development partners - Indigenous partners and local community representatives (as applicable)
Telephone / Skype	<ul style="list-style-type: none"> - Relevant managers at: <ul style="list-style-type: none"> - MDBs - UN agencies - Resource partners - Relevant GGGI headquarters staff not met during visit 	<ul style="list-style-type: none"> - Follow-up interviews of above, if required

Note: The list of stakeholders at global level were compiled with assistance from the IEU and at the country level with support from the IEU and the country representatives.

⁸³ The evaluation is commissioned and managed by the Impact and Evaluation Unit (IEU). It also supervises the delivery of the evaluation deliverables by the independent evaluation team - Hubert Paulmer (Team Leader and Institutional Development Expert); Peter King (Policy Expert); and, Daniel Seddon-Daines (Investment Expert). The IEU also supports the evaluation team and coordinates the activities at GGGI headquarters and in-country.

⁸⁴ Data triangulation is collecting the same information from a variety of sources (e.g. country, global, government, private sector, development partner, etc.) to increase accuracy of data. In methodological triangulation information is collected using different methods (e.g. interviews, document review, etc.). Evaluator triangulation is possible when multiple evaluators are involved in data collection.

The interviews helped to gather diverse insights and perspectives on various aspects of the GGGI and its work including program performance, institutional development and the Strategic Plan in addition to relevance, effectiveness, efficiency and sustainability. Furthermore, insights into aspects of green growth in addition to country-specific lessons learned, issues and challenges were gathered to help in the implementation of WPB. Interviews are expected to be about 45 to 60 minutes long. Appropriate semi-structured⁸⁵ interview **guides** were developed for various groups of stakeholders.

- **Observations** – Semi-structured observations were carried out during visits to each country. It helped to gain direct information and to examine physical evidence or outputs.



GGGI in Rwanda: supporting the Government to implement the Economic Development and Poverty Reduction Strategy

⁸⁵ Semi-structured data collection approach is systematic and follows general procedures, but data are not collected in the same way every time. Semi-structured interviews are often based on predetermined set of broad questions, but the order of presenting them may depend on circumstances. Moreover, some responses provided are probed further with additional questions (Morra Imas, L.G. and Rist, R.C. 2009. The Road to Results: Designing and Conducting Effective Evaluations, p292).

Annex 4: Summary of Potential Bankable Projects and NFVs

A. Summary of Potential Bankable Projects

Country	Thematic Area	Project	Investment Size (USD)
India	Energy	Waste Heat Recovery Program	100 million
Indonesia	Energy	Development of Solar PV - West Nusa Tenggara (Solar PV)	75 million
Indonesia	Energy	Palm Oil Mill Effluent Waste-to-Energy Project	30 million
Mongolia	Green Cities	Green Infrastructure PPP Program	100 million
Philippines	Green Cities	Eco-town Project Development - Palawan	1 million
Rwanda	Green Cities	Building the Financial Architecture for Rwanda's Green City Pilot	50 million
Senegal	Energy	Waste-to-Energy using SoGas	10 million
Vanuatu	Energy	Rural Electrification (off-grid) Project Preparation Facility	30 million
Vietnam	Energy	Biomass Waste-to-Energy	95 million
Vietnam	Green Cities	Wastewater Management System for BenTre City	30 million

Source: Green Finance Summary Presentation March 2017.

B. Summary of NFVs that IPSD/GIS is working on

GGGI Intervention	Investment (USD)	Country
Green Credit Fund	50 million	Mongolia
Operationalization of FONERWA	25 million	Rwanda
National Green Energy Fund	20-30 million	Vanuatu
Jordan Environmental Fund	30 million	Jordan

Source: Green Finance Summary Presentation March 2017.

Annex 5: Planning, M&E and Reporting Scenario 2015 vs. 2017

A. Start of 2015

	Strategic Planning	Implementation	Monitoring and Reporting	Evaluation
GGGI Overall	Strategic Plan – Overall vision with three strategic outcomes WPB – planned projects and budgets for two years			Donor Evaluations (Joint donor reviews commissioned by Council and Single donor reviews for their internal requirements)
Country Program				
Project	New Project Development - Proposed through WPB process or outside of it (core) - Specific project proposals to donors (ear-marked)		Project Results Monitoring and Reporting (Through ERP also end-of-year reports). Information used for internal and external purposes.	

B. Start of 2017

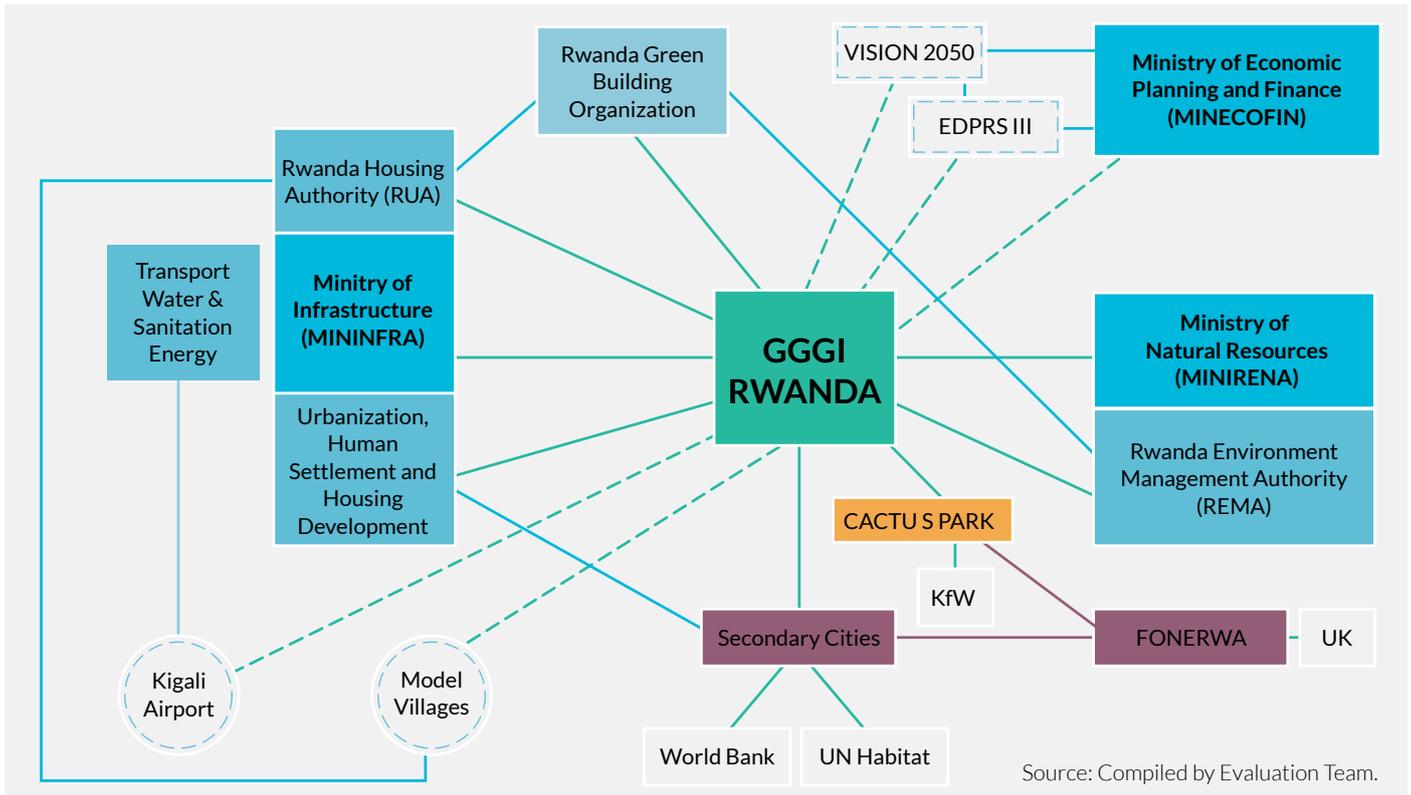
	Strategic Planning	Implementation	Monitoring and Reporting	Evaluation
GGGI Overall	Strategic Plan – Overall vision with three strategic outcomes. Corporate Results Framework measures progress and results of SP – ODG WPB – planned projects and budgets for two years – GGPI and IPSD		Whole-of-GGGI monitoring and reporting (report on Corporate Results Framework) – ODG	Donor Evaluations (Joint donor reviews commissioned by Council and Single donor reviews for their internal requirements) Corporate Evaluations (thematic, sectoral, strategic plan) - IEU
Country Program	CPF (defines medium-term outcomes at country level and is aligned to SP and partner government priorities, guiding development of new projects) – GGPI			
Project	New Project Development - Proposed through WPB process or outside of it (core) - Specific project proposals to donors (ear-marked) (GGPI & IPSD)	Project implementation and revisions (there is flexibility to adjust projects with sufficient justification and needs to be in structured manner) - (GGPI & IPSD)	Project Results Monitoring and Reporting (Through ERP also end-of-year reports). Information used for internal and external purposes. †	Project Evaluation (commissioned by GGGI and donors for ear-marked projects) IEU
	PCM Guidelines ODG	IT (ERP) System ODG	Training (HR)	

WPB – Work Program Budget; CPF – Country Planning Framework; The box colors indicate good progress (green), scope to improve/work in progress (blue) and weak (orange). Dotted arrows indicate work to be done to improve (work carried out to some extent). Marron lettered acronyms indicate divisions responsible.

† Reporting during the year is the responsibility of GGPI and IPSD. At the end of the year is ODG (SPC).

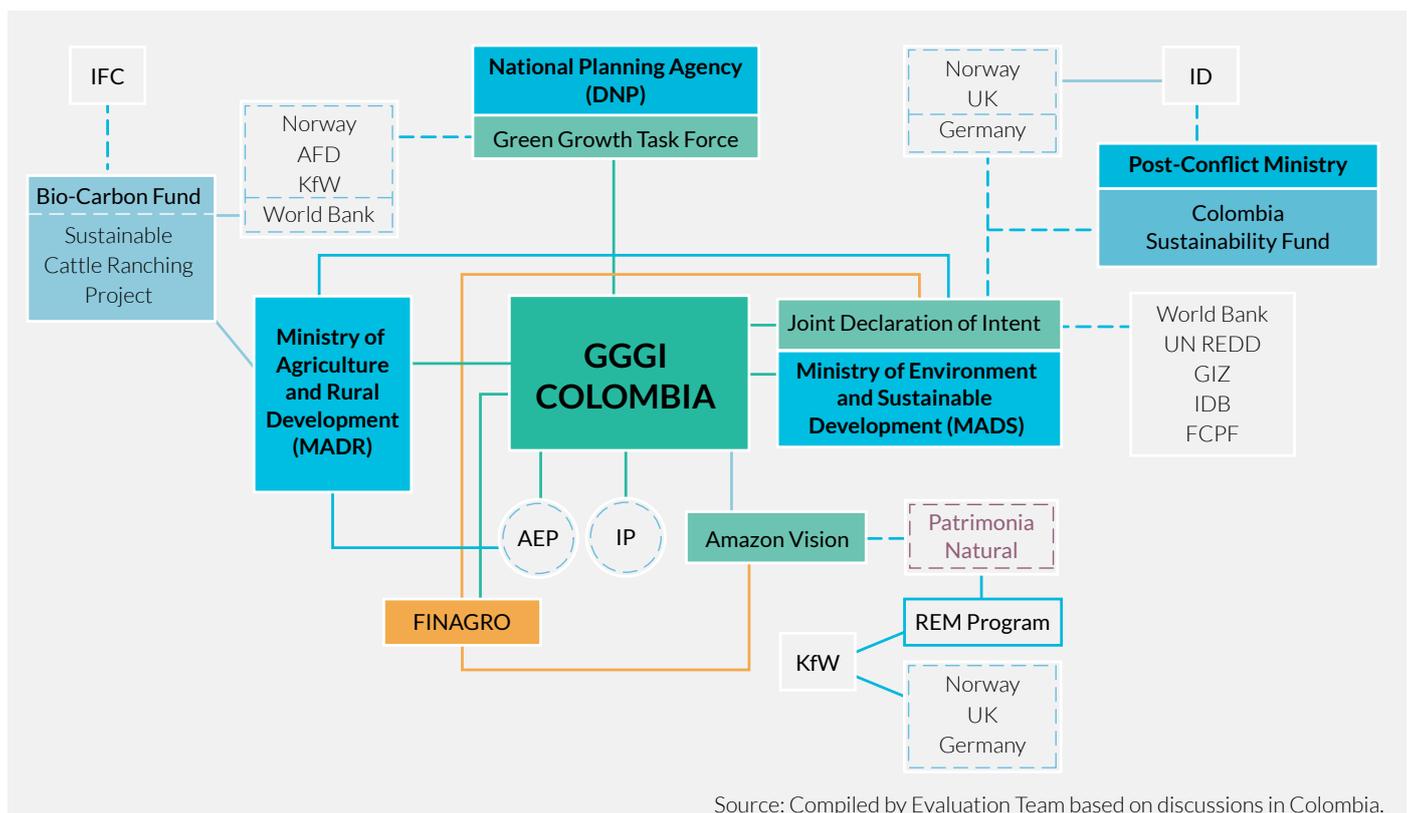
Source: Both (A) and (B) are adapted from IEU (2017).

Annex 6: Mapping of GGGI Work and Linkages in Rwanda



The dotted lines are potential work. The purple boxes are planned/ongoing work (as per WPB). The other colored boxes (other than blue indicating government) are additional work GGGI is involved in.

Annex 7: Mapping of GGGI Work and Linkages in Colombia



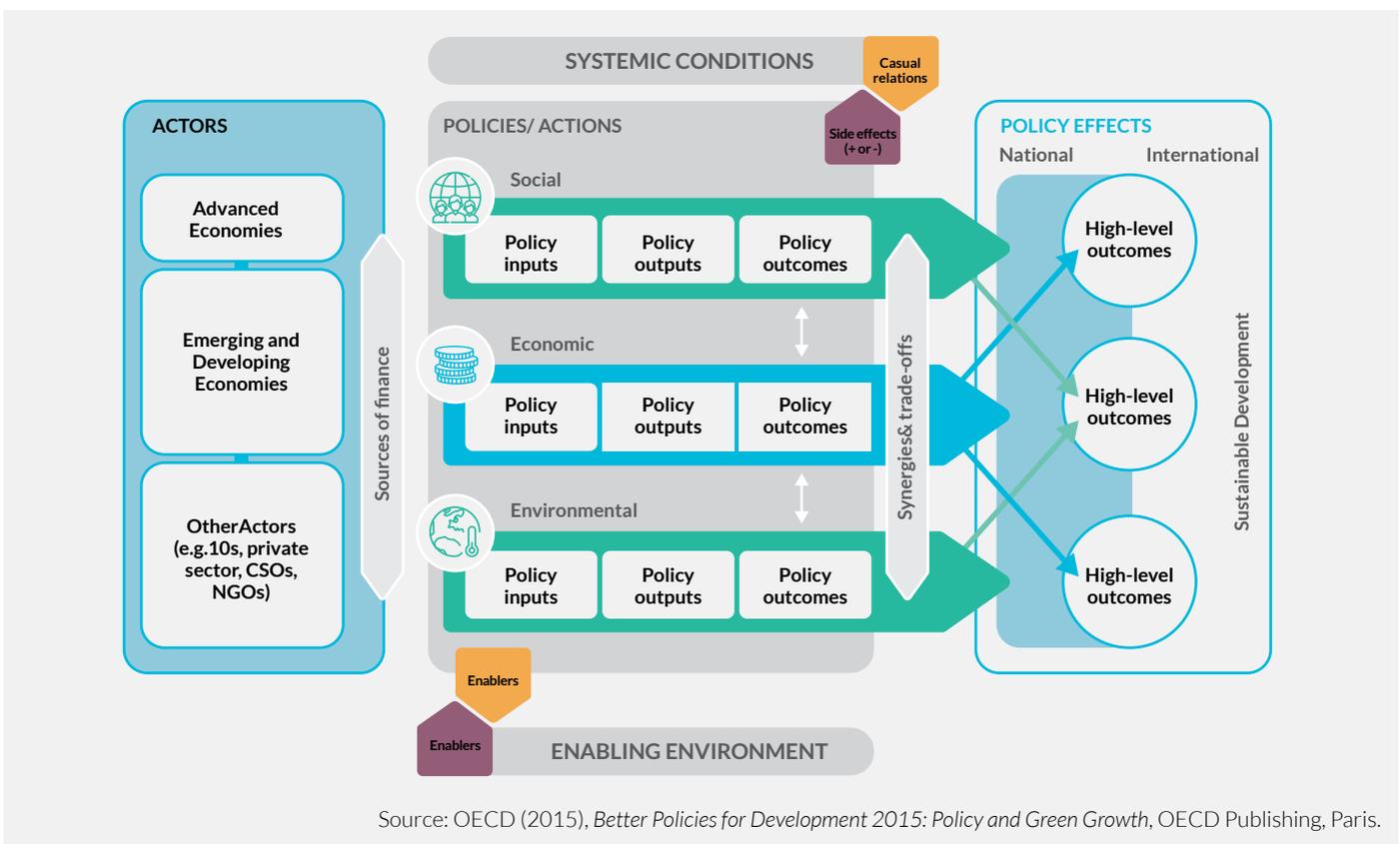
REM - REDD Early Movers; IP - Indigenous Pillar; AEP - Agricultural and Environment Pillar; FCPF - Forest Carbon Partnership Facility.

Annex 8: Policy diagrams

A. GGGI Delivery Model



B. OECD Model



Annex 9: Case Study - Country Summary Observations

The summary should be read keeping in mind that these are only observations made by the evaluation team members during the respective missions as part of this evaluation. Therefore, they are not an evaluation of the country projects or programs. The country missions were undertaken by various team members and hence there is expected to be variations on how the observations were noted. There was no mission to Vanuatu due to severe weather conditions. The interviews for Vanuatu were conducted by Skype.

RWANDA



GGGI in Rwanda developing implementation roadmaps for green urbanization in secondary cities

Context

GGGI started work in Rwanda in 2012 through the “fly-in and fly-out” model from Seoul and has grown to six-member country office in the last two years. Although in October 2012, GGGI and MININFRA signed the MoU to promote green growth jointly, Rwanda became a participating member only in June 2013 by signing the Establishment Agreement. The Establishment Agreement was finally ratified in May 2016 by a Presidential Order which came into effect in June 2016. The Host Country Agreement was signed in November 2016. Please refer to the web link (<http://ggi.org/rwanda-2/>) for complete program details.

Key Observations

- The focus of GGGI Rwanda’s work has been on green cities and green financing (through FONERWA).
- The policy context in Rwanda has enabled GGGI to pick up priorities and work on them.
- GGGI has achieved three of its outputs and is on track to achieve rest of the output and outcome targets; however, GGGI has spent only about 57% of the budgeted amount on its projects⁸⁶, partly because of not spending on staff costs (delayed appointments)⁸⁷.
- Significant progress has been made in establishing credibility and trusted advisor status with the key government partners since the appointment of staff in the country during the latter half of 2016. The team has built an impressive level of trust with the MININFRA (where they are co-located), MINIRENA and other key national authorities (including Rwanda Environment Management Authority – REMA).

86 GGGI Rwanda: Project Result Reports.

87 One of the challenges highlighted by the team was also that if the budget on personnel was not spent it was taken away on monthly basis and hence not available to use. Furthermore, the financial year for GGGI was January – December, while for GoR it is July to June. This creates some issues when an activity with government gets delayed.

- GGGI supported the development of the Green City Framework and Guideline which was released in 2015. This identified opportunities and gaps for building secondary cities including technologies, governance and structures and planning approaches as a green economy. These guidelines helped to inform the ongoing revisions of the District Development Plans specifically in the six secondary cities to incorporate green growth concepts.
- GGGI team supported and was very involved in the development of the National Roadmap for Green Secondary Cities Development in 2015. It was launched in a side event at the World Economic Forum on Africa in Kigali by the Minister of MININFRA in 2016.
- The Roadmap laid the foundation of the Rwanda Green Building Organization (RGO)⁸⁸. GGGI Rwanda was one of the key supporters along with Rwanda Housing Authority (RHA), City of Kigali, REMA and the Rwanda Institute of Architects (RIA). GGGI is supporting RGO through a consultant housed in RHA in developing the Minimum Compliance Criteria for building standards, which will become a pre-requisite to obtaining building permits. This could be seen as a good example of mainstreaming and scaling-up.
- Recently, GGGI has also contributed to “greening” the National Urbanization Policy. GGGI also supported the development of Gender Strategy for MININFRA.
- GGGI has been a technical partner to Rwanda National Fund for Environment and Climate Change (FONERWA) providing technical assistance and resources including the FONERWA coordinator. GGGI has supported FONERWA in developing a five-year business plan. The plan is aimed as a tool to attract more donors and financing. GGGI is working with FONERWA to refine the law and making it more autonomous and sustainable. The real value addition of GGGI in FONERWA will be to help it in wider resource mobilization and operationalizing the business plan (“*otherwise FONERWA and the DFID money was already there*”).
- Examples of synergetic work between, GGGI and FONERWA include:
 - CACTUS PARK - FONERWA contacted GGGI to review it and make it green. GGGI was able to do it (demand driven – linked to green city pilot). This could also be seen as an example of GGGI’s mainstreaming work but clear how GGGI is leveraging it.
 - Eco-Tourism Park in Rubavu District (one of the six secondary cities). GGGI conducted studies in the cities. GGGI identified 18 ideas from an existing pipeline of projects and through consultations to prepare investment plans from FONERWA and other sources. One of it was the eco-tourism park to create sustainable local jobs. GGGI helped in developing the proposal for submission to FONERWA. A funding of \$700,000 has been approved for development of the Master Plan in two districts.
- There is evidence of demand for GGGI expanding its scope of work – snowballing in the last six months. These include:
 - 30 model villages – the government is looking at 30 model villages (one in each district). GGGI is planning on greening the model villages. This is part of RHA in creating affordable housing and improving rural settlements. The GGGI consultant has already begun work on this. GGGI can look at the possibility to attract international finance on model green villages, affordable housing, solar energy, etc. This could be seen as work scaling up from the secondary green cities and green building work.
 - A green Kigali airport – there has been discussions between GGGI and MININFRA on how to green the new Kigali international airport to be built in five phases. GGGI is part of the sustainability team. While this could be a flagship project, there are several questions that needed to be addressed – including strategic and financial resource commitment and how the work of GGGI will be recognized.
 - The city of Kigali is planning to transform itself into a SMART digitally enabled city.
 - It was reported (the team did not meet with World Bank) that GGGI has had a discussion with World Bank for its project in the secondary cities (2nd phase). GGGI has added value by identifying gaps in the current programming.
- GGGI is also increasingly becoming a trusted partner and acknowledged for its work in green growth (green urbanization) and is being invited by the government for all discussions about “green.” This likely involves:
 - GGGI participating and contributing to the development of EDPRS III. GGGI is organizing an “internal” workshop to prepare and present an initial concept paper to MINECOFIN.
 - A possible contribution to Vision 2050 which is reported to be on “Green Economy”.
- Rwanda was the first country to start work on green cities in GGGI, even before it was a thematic area in GGGI. Green Cities is cross-sectoral and includes environment, forestry and water.
- The government is beginning to know GGGI better. GGGI has to support all sectors to reach potential – “*otherwise they will be confined to small scope*”, GGGI has to scale up to be seen. GGGI should build an approach that allows them to gain better recognition.

⁸⁸ RGO is the only one in Africa supported by a Government. The GoR has signed a two-year agreement with Government of Singapore – Building Construction of Singapore (BCS) for technical assistance.



GGGI in Jordan: planning for national green growth to realize the country's growth potential

Context

GGGI started planning work in 2012. The formal project officially started in 2014. GGGI's formal counterpart is the Ministry of Environment which also hosts GGGI in their offices in Amman. GGGI has strong and frequent interactions with the Ministry, both historically through the NGGP planning process as well as through the support they are now providing to the Jordan Environment Fund. Inevitably this close association with the Ministry could limit its national impact. However, GGGI has also established strong working relationships with the Ministry of Planning & International Cooperation (MOPIC) as well as the Ministry of Works and Public Housing. MOPIC in particular is influential. Please refer to the web link (<http://gggi.org/jordan/>) for more details on the program.

Key Observations

- The National Green Growth Plan (NGGP) has been central to building GGGI's credibility and is viewed as a foundation document by a number of national stakeholders consulted by the evaluation team. Awareness of the plan and recognition for GGGI's work to support the screening and shortlisting of projects was consistent in the evaluation team's discussions with external partners.
- GGGI has also been instrumental in helping to establish an emerging institutional decision making framework for green growth in Jordan. GGGI helped bring an inter-departmental group together around the development of the NGGP.
- GGGI has also, both formally and informally supported effective capacity building and knowledge sharing in Jordan and the wider region.
- GGGI has also facilitated bilateral discussions between Jordan and UAE, where officials from both countries had the chance to share ideas and lessons learned about green growth. This resulted in a formal MOU in 2016 to collaborate.
- Stakeholders provided a broadly consistent view on GGGI's comparative advantage in Jordan. The embedded nature of their support was unsurprisingly cited, alongside an appreciation for the central role they have played in forging inter-agency collaboration.
- Co-production of the NGGP also appears to have built strong buy-in from many of the key ministries and it is seen as a shared document, which GGGI effectively supported.
- The team is aiming to deliver two bankable projects in 2017/18 to showcase the potential for green investment and build further trust among government and the private sector. Work is in progress to deliver an investment plan and further evaluate opportunities for financing projects. The team is also looking at opportunities to access Green Climate Funding amongst other sources. This work stream has been impacted by lack of resources and further work appears to be needed to finalize priority projects with government partners. The team will need to continue efforts to prioritize bankable projects and move quickly if they are to transition to a position where they can show support for implementation and the raising of finance in 2017/18.
- The team is investing time to help activate the fund, which has been dormant since inception in 2006 and is a key priority for the Ministry of Environment. This role includes helping Ministry of Environment address policy constraints impeding disbursement of funds and helping it define a clear mandate within specific sectors, complimentary to other national funds.
- Having succeeded in raising the profile of green growth, and actively facilitated the process to identify priority projects, the team now face the expectation that they will help deliver. This will need to be done in a challenging national context where the Syrian refugee crisis inevitably influences priorities and where shifts in ministerial leadership have been relatively frequent.
- GGGI's role in producing knowledge tools and guides on green growth is viewed as an asset. Translating a selection of key products into Arabic would improve their accessibility and broaden awareness of GGGI's role.
- The team in Jordan is small – one full-time staff and one junior consultant. Having established GGGI as a key focal point for issues of GCF the level of ad-hoc demand for support (writing ministerial summaries, providing input in planning meetings, coordinating activities on behalf of ministries with other groups) is high.



Context

The CPF was formulated considering the development challenges and in support of the national priorities of “inclusive growth” and “climate resilience” in the Philippine Development Plan 2011-2016 and the National Climate Change Action Plan 2011-2028.

GGGI's work in the Philippines commenced in partnership with the Climate Change Commission (CCC) through a Memorandum of Understanding (MOU) and Project Agreement in 2011⁸⁹. GGGI and CCC jointly implemented the “Demonstration of Ecotown Framework Project (Phase 1)” to promote *ecologically stable and economically resilient communities*. Based on initial success, the Phase 2 project is scaling up to Palawan and Oriental Mindoro provinces. Please refer to the web link (<http://gggi.org/the-philippines-local-green-growth-development-plans/>) for complete program details.

Key Observations

- Key Strengths of GGGI include:
 - Embedded in Department of Trade and Industry (DTI), CCC, National Economic Development Authority (NEDA) and Provincial Planning Offices;
 - Ecotown success in Phase 1 – some 80% of recommendations are either being implemented or have been implemented;
 - National Project Advisory Committee engaged and Provincial Project Teams legally constituted and operational; and
 - GGGI is also engaging the private sector, mainly Micro-Small and Medium Enterprises (MSMEs) through partnership with the Department of Trade and Industry (DTI), which hosts the GGGI country office.
- GGGI's planned partnership with NEDA is to support mainstreaming green growth in development planning. A National Roll-Out Strategy will also be developed to facilitate the implementation of the guidelines in other provinces.
- Municipal level replication is being undertaken in the 10 municipalities from two provinces. Capacity development for municipalities, specifically on the “Ecotown Approach” will be pursued together with CCC.
- There appears to be some lack of clarity on how GGGI is contributing to policy formulation and evaluation at provincial level. Therefore GGGI should identify the current policy formulation processes, key policies contributing to or constraining green growth, and document how GGGI is contributing to improved policy process.
- Key opportunities for GGGI include:
 - Being a potential delivery partner for GCF projects;
 - Scaling-up the CRGG for the whole of Mindoro Island. At the same time, GGGI should consider a different model for working with multiple municipalities, as GGGI cannot adequately handle 10 municipalities in the same depth as San Vicente;
 - GGGI should strengthen the relationship with DENR, the newly appointed NDA for the GCF, and the Development Bank of the Philippines and Land Bank, which are seeking accreditation as Access Entities for the GCF;
 - Building green growth assessment capacity for micro, small and medium enterprises in DTI municipal offices to identify low hanging fruit and quick return on investment; and
 - Coat-tailing other agencies' project preparation teams.
- Key challenges and risks for GGGI in Philippines include:
 - Due to budget constraints, GGGI resources are spread too thinly to make an impact;
 - Excessive expectations of government partners;
 - Scaling-up CRGG from limited municipal experience to the national level;
 - Weakness in policy formulation, evaluation and advocacy;
 - There is no exit strategy and no agreement on when to move to other provinces (e.g. in San Vicente) – GGGI should build exit strategy/sunset clause in MoUs;
 - Need to develop a new partnership with GCF National Designated Authority, as it has moved from CCC to the Department of Environment and Natural Resources (DENR); and
 - Political shifts in the provinces that are currently supportive of green growth initiatives.

⁸⁹ At this time GGGI was not an international organization.

COLOMBIA

Context

Green Growth (GG) is critical and a priority for the Government of Colombia (GoC) not only to ensure an inclusive and environmentally sustainable economic growth but also for Colombia becoming an OECD country. GGGI's work in Colombia started in 2013, with initial discussion and subsequently posting a full-time staff in 2014. Colombia is now on course to becoming a member country. Please see (<http://gggi.org/colombia/>) for more detailed program information.

Key Observations

- GGGI's work in Colombia can be summarized as "good work with very limited resources", as echoed by many stakeholders.
- GGGI has been working along the entire Green Value Chain in Colombia. GGGI Colombia has been working in mainstreaming green growth into national development and mobilizing green growth investments with a focus on sustainable forestry and land use in line with its Country Planning Framework.
- Government stakeholders and development partners stated that GGGI has established itself as a trusted partner with strong technical expertise and ability to coordinate and facilitate bringing stakeholders together.
- GGGI worked along with National Planning Department (DNP)⁹⁰ and supported the inclusion of green growth targets (sector-specific) in the current National Development Plan (NDP) 2014-2018. This was the first NDP to include green growth⁹¹.
- GGGI was a natural technical partner of choice for DNP in the process of developing the long-term Green Growth Policy, due to its earlier work (in the previous Plan). GGGI was also there in the right place and time with resources for technical assistance to the process. GGGI has been supporting Green Growth Task Force with two dedicated personnel. The Green Growth Policy (expected to be approved by 2018) is envisaged to guide future national plans. The involvement of GGGI in GGTF of DNP is not only giving it better recognition of its work but also higher visibility while enabling to mainstream green growth across sectors.
- GGGI has contributed to and been involved in mobilizing green investments in Colombia. GGGI also put together the investment plan, action plan, structure related to the development of the program. The funding for the Amazon Vision came from REDD Early Movers (REM) Program in which the UK, Norway, and Germany had contributed more than \$100 million⁹².
- At the request of MADS and Amazon Vision, GGGI supported the development of the investment portfolio for the Indigenous Pillar using a participatory approach in involving more than 900 people from 57 communities through 17 workshops. It also helped in creating an understanding of what results-based – payment is in the communities.
- The successful design of Amazon Vision led to Norway willing to contribute money for Joint Declaration of Intent (JDI) over a period of five years. The MADS has nominated one of the GGGI staff embedded in the ministry to act as the JDI coordinator. As part of policy milestones (Phase I - \$40 million), GGGI is supporting the development of the investment portfolio. The first phase also includes capacity building for MRV, among others (which GGGI is supporting). JDI is the biggest fund in Colombia, ever.
- GGGI's key national counterparts include the Ministry of Environment and Sustainable Development MADS, National Planning Department (DNP), Ministry of Agriculture and Rural Development (MADR), Presidential Agency for Cooperation (APC) and Ministry of Post-Conflict. GGGI has also enabled more close interaction between MADS and MADR in working on deforestation and cattle ranching. The funding from Norway for JDI will flow through Colombia Sustainable Fund managed by IDB.
- GGGI supported DNP to identify green growth indicators (36 main indicators, 25 complimentary indicators, and 19 context indicators). This is being validated by various government agencies and will be aligned to various SDG and NDC targets.
- The value addition of GGGI can be seen from the following statements:
 - *There was no shortage of money in Colombia. However, there was no one to coordinate and get the money. So GGGI coming in helped the context. They were a new player and they complemented and supplemented the information and actors that were there.*
 - GGGI being neutral (without an agenda) has helped negotiations on both sides – with donors and internally within the government. They are trusted on both sides.
 - During negotiations (specifically for Amazon Vision), GGGI brought technical aspects to the table while GoC tackled the political side. GGGI was able to bring four different countries (with different standards and expectations) together and to an agreement. At the same time get the money. GGGI was able to respond quickly within tight timelines (delivering by COP 21) – "without GGGI it could have taken a longer time".

90 DNP is an "over-arching" ministry with mandate across all ministries.

91 The National Development Plan 2010-2014 included environment and climate change aspects for the first time.

92 In the opinion of a key stakeholder – "the fact that Norway was the key negotiator and they were also the one of the main donors for GGGI helped".

- GGGI has potential to continue and expand its scope of work in Colombia. In the words of an external stakeholder "*GGGI has future and has grown since its inception in Colombia.*" This includes building on the sub-national work started for Amazon Vision indigenous pillar, working across ministries and private sector.
- Multi-lateral development banks (World Bank and IDB) indicated interest and potential for GGGI to work as technical partners and/or executing agency with them in Colombia.
- Overall, GGGI's work in Colombia has been demand driven in all three Ministries DNP, MADS and MADR. GGGI (in Colombia) has been developing "bankable projects" even before it was called so. The development actors and the government in Colombia call it as the investment portfolio.



Context

In October 2015, GGGI officially established a Fiji Country Office in the Strategic Planning Department of the Ministry of Finance, and the Suva-based office was subsequently mandated to manage Fiji, Kiribati, and Vanuatu country programs. The relationship with Tonga, which has expressed an interest in membership, is also managed from GGGI Regional Office in Fiji. GGGI is preparing a regional strategy for Small Island Developing States, with a focus on the Pacific Islands and this is just undergoing finishing touches. Please see link (<http://gggi.org/vanuatu/>) for more details. The Pacific team includes a Country Representative (based) in Fiji responsible for Fiji, Vanuatu, Kiribati and Tonga, a Senior Finance Officer (based in Fiji) responsible for Fiji, Vanuatu and Kiribati and Senior Program Officer based in Vanuatu. Additional four more staff are being recruited this year⁹³.

Key Observations

- GGGI was a relatively late entrant into this domain (climate change, climate finance and renewable energy) in the country.
- GGGI has stressed the need to link energy supply with the productive sectors, such as agriculture, tourism, transport, and water supply, and bring in the private sector as a primary target. This work is being done in conjunction with other agencies, including the World Bank Vanuatu Rural Electrification Project (VREP).
- A GGGI report on 'Vanuatu Energy Demand Projections: Business As Usual Scenario' was officially launched in April, 2017. The report prepared with support from GGGI gives an analysis of energy demand in the key sectors of Vanuatu and fed into development of energy efficiency targets in the Updated Vanuatu National Energy Road Map (NERM).
- Key Strengths and opportunities for GGGI include:
 - As a relative late-comer in Vanuatu's energy and climate change arena, GGGI has an opportunity to clearly identify a niche area of support, especially being embedded in the Ministry responsible for energy, climate change and disaster risk reduction;
 - GGGI can assist in integrating rural economic development and renewable energy investment targets into sectoral action plans, especially as cross-sectoral coordination in Vanuatu is relatively weak; and
 - GGGI has formed strong relationships with other external actors in Vanuatu such as the World Bank, ADB, GIZ and UNDP, and can work with these organizations in preparing bankable projects.
- Key challenges and risks noted include:
 - Trying to supervise country programs in at least three countries, and knowledge management activities for most of the other small Pacific Islands countries from a small office in Suva will be a major challenge;
 - Coordinating GGGI activities with the multiple development agencies active in the energy and climate change fields in Vanuatu will become more difficult as GGGI tries to move into project preparation activities;
 - Differences in approach to rural electrification between UNDP/GGGI and the World Bank need to be sorted out before the planned GCF project can proceed; and
 - There is some concern in government that the planned National Green Energy Fund could duplicate or complicate existing financial mechanisms, particularly for aid coordination in Vanuatu, and efforts need to be made to ensure that its structure and implementation arrangements are consistent with whole of government priorities and processes.
- With a relatively small office and remote supervision, achievements to date in Vanuatu are quite impressive. Significant contributions have been made to key energy sector plans. Plans for a bankable GCF rural electrification project and the proposed National Green Energy Fund may take longer to achieve, however. The "experiment" of running several Pacific Island country programs from a regional office in Fiji, appears to be working effectively, but the true test will come when several more countries wish to join GGGI.
- Perhaps one caution, however, is to consider the issue of an agreed exit strategy from the Department of Energy, as GGGI tries to transition to other production sectors. Also, it is recognised that creating new institutions, like NGEF, in the Pacific region can be very difficult, and every effort should be made to accommodate existing institutions and procedures in a region where trust funds have had a very chequered history.

⁹³ Senior Officer, Pacific Regional Program (based in Fiji); Officer, Fiji Program (based in Fiji) Officer, Kiribati Program (based in Kiribati) and Officer, Vanuatu Program (based in Vanuatu).

Annex 10: Terms of Reference

Independent Evaluation of GGGI's Progress against the Strategic Plan 2015-2020 Draft Terms of Reference

Background and context

1. The Global Green Growth Institute (GGGI) was established in 2012 to support countries to pursue a model of economic development known as “green growth”, which aims to simultaneously promote economic growth, poverty reduction, social inclusion and environmental sustainability. To achieve this, GGGI works with partner countries to design and deliver programs that demonstrate practical pathways to achieve green growth.
2. Headquartered in Seoul, Republic of Korea, GGGI is an international treaty-based organization and currently has members from 27 countries. The Institute is overseen by an Assembly, comprising all members, and a Council which serves as the executive organ of GGGI.
3. In November 2014, the Council approved the GGGI Strategic Plan 2015-20 (hereon as the Strategic Plan), which set strategic priorities and directions for the organization over a 6-year period. Based on the theory of change identified, 3 strategic outcomes were identified to guide the work of the organization:
 - Outcome 1: Strengthened national, sub-national, local green growth policy planning, financing and institutional frameworks;
 - Outcome 2: Increased green investment flows; and
 - Outcome 3: Improved multi-directional knowledge sharing and learning between countries on green growth.
4. The Strategic Plan also prioritized 4 thematic areas considered key to enabling countries to pursue green growth: energy, water, land-use and green cities.
5. A key aim of the Strategic Plan 2015-20 was to address inadequacies in previous strategic planning efforts, and provide stronger focus and coherence to GGGI's work, improve integration amongst its divisions and effectively guide operations in programmatic and corporate areas.
6. To implement the Strategic Plan, a biennial Work Program and Budget (WPB) was developed and approved by the Council. This outlined a portfolio of country and global programs, and supporting corporate reforms, to be implemented over the period 2015-16⁹⁴.
7. Implementation of country and global programs in the WPB 2015-16 is largely undertaken by two divisions who work in a complementary and integrated way:
 - Green Growth Planning & Implementation division (GGPI), which leads the development and implementation of GGGI's in-country green growth programs; and
 - Investment & Policy Solutions⁹⁵ division (IPSD), which designs and delivers specialist products and services to support the development and financing of green growth policies.
8. In addition, GGGI's Office of the Director-General (ODG) and the Management and Governance (M&G) Division manage a range of functions and initiatives in non-programmatic and corporate areas.
9. With the WPB 2015-16 period now completed, the halfway mark of the Strategic Plan 2015-20 approaching, and a new Director-General recently assuming leadership of the organization, it is timely for GGGI to reflect on progress made so far against the Strategic Plan and see what adjustments might be required moving forward.
10. To this end, GGGI will undertake two initiatives in 2017. The first is an internally managed process to review and revise its Strategic Plan in 2017. This process, the Mid-term Strategic Review (MTSR), will focus on two broad themes: a. Sharpening the focus on development outcomes: Articulating a more tangible vision of success by further defining impact pathways to show how GGGI's work contributes to achieving the goals of the countries it works in, particularly within the context of Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs)3. b. Defining GGGI's core values: Setting organizational values that define GGGI's niche as a new kind of international organization, and guide decisions, operations and individual staff behavior toward achieving outcomes.
11. The second is to commission an independent evaluation of GGGI's progress against the Strategic Plan 2015-20. This evaluation will be conducted by an independent evaluation team and is expected to help inform the MTSR.

94 Amendments to the WPB 2015-16 were later approved by the Council under two supplementary budgets and a revised WPB for 2016.

95 Formerly known as the Knowledge Solutions Division (KSD). 3 SDGs and NDCs were finalized and adopted, after GGGI Council had approved the Strategic Plan in November 2014.

Objectives and scope

12. The objective of the evaluation is to:

- a. Provide Council with an independent assessment of the progress made by GGGI in delivering the priorities set out in the Strategic Plan 2015-20; and
- b. Inform potential revisions to the GGGI Strategic Plan, as well as implementation of the WPB 2017-18.

13. There are 3 key questions that the evaluation aims to answer are outlined below, along with the indicative issues to be assessed as part of each question.

- a. Program performance: What progress did GGGI make in achieving the intended results of the Strategic Plan in 2015-16? What were the key achievements and challenges faced?

The indicative issues to be assessed include:

- Performance and results of global and country programs as per WPB documents and/or logical frameworks;
- Performance of GGGI overall based on progress against the Corporate Results Framework⁹⁶ and other supplementary information;
- Progress in developing expertise and services relating to the 4 thematic areas and the value chain;
- Integrated approach to delivery of programs, particularly between GGPI and IPSD divisions;
- Country Planning Frameworks;
- LDC expansion initiatives;
- Mainstreaming of safeguards, poverty reduction, social inclusion (including gender) into program operations.

- b. Institutional development: What progress did GGGI make in implementing key nonprogrammatic and corporate initiatives in 2015-16 to support the Strategic Plan? Have these contributed to GGGI becoming a more effective, efficient and sustainable organization?

The indicative issues to be examined includes:

- Membership expansion and engagement;
 - Engagement with strategic partners, e.g. the Green Climate Fund, Multilateral Development Banks, private sector actors;
 - Resource mobilization efforts for both core and ear-marked funding;
 - Staff recruitment, management and retention, and strengthening in-country staffing presence;
 - Establishment of efficient and effective administrative, financial and other corporate systems;
 - Strengthening policies and systems for results-based management and the project management cycle.
- c. Strategic Plan: How effective has the Strategic Plan been in guiding GGGI to deliver green growth outcomes and become a more effective, efficient and sustainable institution? How could this be improved?

The indicative scope of issues to be assessed includes:

- Effectiveness of the Strategic Plan in: - guiding the development and implementation of country and global programs and reporting of their results - guiding the development and implementation of non-programmatic and corporate initiatives and reporting on their results - defining the core values of the organization and embedding these into GGGI's culture and practices;
- Suggested changes to the Strategic Plan and/or its implementation to improve GGGI's green growth outcomes and institutional development efforts.

Approach and methodology

14. Details of the evaluation methodology will be left to the evaluation team to determine. Overall, however, the approach to the evaluation is expected to include the following activities:

- Inception meeting;
- Development of an evaluation methodology and work plan;
- Review of key documents;
- Site visits to GGGI headquarters in Seoul and selected countries to interview key stakeholders and collect data from each division of GGGI;
- In-depth assessments of a sample of country and global projects;

⁹⁶ Due to the need to make further refinements, the Corporate Results Framework was approved by Council after the Strategic Plan 2015-20 in November 2015.

- Data analysis and preparation of draft and final evaluation reports;
 - Presentation of key findings and recommendations to GGGI, MPSC in July 2017; and Council in October 2017.
15. For the in-depth assessment of a sample of projects, the selection of projects will be finalized in consultation the Evaluation Advisory Group (see below for details), which will include interested members of the MPSC.
16. Due to budgetary constraints for in-country visits, it is suggested that maximum number of country programs be limited to 5-6. Based on initial analysis done by GGGI, a selection of programs from the following list would offer a good balance of GGGI's thematic areas, geographic regions and delivery across the value chain. However, GGGI welcomes nominations of other programs from Evaluation Advisory Group and/or the MPSC.

Country Programs Global Programs:

- Ethiopia
- Philippines
- Jordan
- Vanuatu
- Rwanda
- Colombia
- Thailand
- United Arab Emirates
- Implementing NDCs
- National Financing Vehicles

17. The time period to be covered by the evaluation is 2015 and 2016.

Management arrangements

Evaluation manager

18. Within GGGI, the evaluation will be commissioned and managed by the Impact and Evaluation Unit (IEU). This will include:
- Development and finalization of the evaluation TOR, in consultation with MPSC;
 - Recruit, contract and manage contractual issues for a team of independent evaluators;
 - Supervise the delivery of the evaluation deliverables by the independent evaluation team;
 - Support the evaluation team with organizing or coordinating activities at GGGI HQ and in-country where required;
 - Participate in meetings with the evaluation team in HQ and in-country visits to assess programs; and
 - Help facilitate the involvement of the Evaluation Advisory Group (see below) in this evaluation.

Evaluation Advisory Group

19. GGGI proposes to establish an Advisory Group for this evaluation. The Group will be coordinated by IEU and comprised of representatives from each GGGI division, as well as members of MPSC with an interest in participating in the Group.

20. The proposed role of the Advisory Group includes:

- Advise on the finalization of this evaluation TOR, including selection of programs for in-depth assessment;
- Identify and nominate any independent experts who may be suitably qualified to apply for a position on the evaluation team;
- Participate in the recruitment and selection of the evaluation team members; and
- Review and provide comments on the deliverables of the evaluation (noting that the opportunity to review and comment will not be limited to just the Advisory Group).

21. Members of the Advisory Group may participate in some or all of these activities, depending on their individual availability and interest. The main purpose of the Group is not to impose additional layers of management, but to provide a simple mechanism for GGGI staff and MPSC members with an interest in the evaluation to participate in its undertaking.

22. MPSC members who join the Advisory Group may also join the evaluation team during site visits to Seoul or selected country programs in an observer capacity and at their own expense.

Evaluation team requirements

23. The composition of the evaluation team is proposed to include the following:

- Evaluation Team Leader / Organizational Strategy Specialist;
- Green Growth Policy Specialist; and
- Green Investment Specialist.

Noting that evaluation team members will need to be recruited and selected through an open and competitive process under GGGI's policy on recruitment of individual consultants.

24. Individual TORs will be developed and confirmed as part of the recruitment process, but it is expected that the evaluation team will collectively possess appropriate expertise and experience in:

- Evaluations of the performance of organizations in the international development sector against their strategies, particularly multilateral organizations;
- Evaluations of development assistance programs or activities in developing and emerging economies;
- Policy development, institutional strengthening and financing issues (investment projects, national financing vehicles) relating to green growth, including some or all of the following areas:
 - Green cities;
 - Energy;
 - Land use, particularly forestry;
 - Water;
 - Climate change mitigation and adaptation;
- Assessments of efforts to develop and strengthen capacity and performance in corporate and non-programmatic areas; and
- Frameworks and approaches used by development organizations to plan, monitor and report on results at the strategic level (e.g. Corporate Results Frameworks) and program/project level (e.g. logical frameworks).

Timeframe and deliverables

25. Proposed activities and deliverables for the evaluation, along with indicative timeframes, are listed below. These may be refined in consultation with the Evaluation Advisory Group.

Timeframe Activity / Deliverable

December 2016 - Draft evaluation TOR circulated to GGGI members and Members of Evaluation Advisory Group confirmed.

January 2017 - Evaluation TOR finalized and TORs for evaluation team members advertised February 2017 - Evaluation team members selected and contracted, Inception meeting, Deliverable 1: Evaluation methodology and workplan submitted.

March 2017 - Data collection and analysis, Review key documents provided for the evaluation, Site visits to Seoul and selected countries.

April 2017 - Data collection and analysis (continued), GGGI provides update on progress at MPSC meeting.

May 2017 - Deliverable 2: Draft evaluation report prepared and submitted.

June 2017 - Deliverable 3: Final evaluation report submitted.

July 2017 - Deliverable 4: Final evaluation report presented at MPSC meeting, Final evaluation report shared with GGGI members and published on GGGI website.

Budget

26. The indicative budget for this evaluation is US\$130,000, which covers the fees and travel-related costs of the independent evaluation team. Any costs associated with GGGI staff or members of the Evaluation Advisory Group participating in site visits are not included in this budget and will need to be covered separately by each respective party.

Contact

27. For comments or questions regarding this TOR, please contact:

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Annex 11: Disclosure

Green Growth Policy Evaluator, Peter King

GGPI engaged 75 authors in evaluating practices and lessons from cases of green growth programs and strategies. Peter King was one of the authors who produced the study on Public Policy and Implementation (By Anne Olhoff, Peter King, and Kevin Urama with Flavia A. Carloni, Edith Gathoni, Isabelle de Lovinfosse, Krishna Rao Pinninti, and Shannon Wang) in 2013.

Green Investment Evaluator, Daniel Seddon

The Green Growth Action Alliance (“G2A2”) was an international initiative that aimed to mobilize public and private sector financial expertise, to increase investment in green growth infrastructure. Following endorsement by the G-20 in June 2012, the Alliance was recognized in 2013, alongside Sustainable Energy for All, as one of two ‘mega-partnerships’ taking action to deliver a sustainable future. Through the latter half of 2013 the Alliance entered a transition phase as GGGI took over responsibility for driving G2A2 and housing its Secretariat. From March 2014 to July 2014 Daniel Seddon Daines provided interim support to help GGGI take ownership of the program.

From January to May 2015 Daniel provided strategic support to GGGI to help conceptualise and launch the GreenInvest initiative. GreenInvest was a public-private dialogue platform that aimed to help identify opportunities to mobilise finance for green investment in emerging markets.





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